



# **2014 Budget**

Arapahoe County Water and Wastewater Authority  
(ACWWA)

# ARAPAHOE COUNTY WATER AND WASTEWATER AUTHORITY (ACWWA)

## FY 2014 BUDGET

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# **Budget Summary**

## **Budget Message**

November 13, 2013

ACWWA Board of Directors

Arapahoe County Water and Wastewater Authority

Your Management team is pleased to present the Arapahoe County Water and Wastewater Authority (ACWWA) 2014 Proposed Budget. The purpose of this budget is to provide citizens, investors, and other interested parties with reliable financial information about ACWWA. This budget represents our best effort to predict business activity for the year 2014 and beyond.

ACWWA's budget is one of the most important documents prepared by ACWWA. Through the process of planning and preparing the budget, ACWWA is given the opportunity to reassess its plans and goals for the coming and future years. The process also provides direction for management and staff.

The budgetary process is designed to determine ACWWA's activities and projects to be undertaken and to identify resources and revenues available. In addition, the budget is more than a financial document because it represents a process through which ACWWA's goals for the ensuing year are established.

It is important to note that while the adoption of this budget focuses on identifying and estimating the spending of financial resources it is also a policy-setting document. It makes decisions on the use of ACWWA's facilities, the use of staff time and drives management decisions for 2014. As ACWWA's policy makers, you play a critical role in making decisions regarding ACWWA's future.

The 2014 Budget is designed to meet the goals of ACWWA's mission and vision statements including the objective of providing the highest quality service to our customers at the lowest reasonable cost. This budget provides for planning and development of additional water resources, as well as the operation and maintenance of existing production, distribution, collections and treatment facilities to support the economic growth of ACWWA. This Budget is organized and structured to meet external and internal managerial needs.

To aid the reader in finding specific information quickly, a Table of Contents is provided at the beginning of this document.

As an enterprise fund, ACWWA maintains a self-balancing set of accounts established to record the financial position and results that pertain to each service. The activities of enterprise funds are similar to regular businesses whereby a governmental agency collects sufficient revenues through user charges to pay for on-going operating expenditures and maintaining infrastructure in order to sustain operations.

ACWWA utilizes a Capital Improvement Plan (CIP) as a long-term capital planning tool to address existing and future facilities needs within the two enterprise areas: water and wastewater.

In summary, this budget reflects three key areas of emphasis for the coming year: capital improvements project needs as identified in the CIP, proactive maintenance of the water and wastewater infrastructure, and operating costs required in sustaining and enhancing service levels during the budget year 2014.

The 2014 Budget document has been prepared after analyzing, evaluating and justifying both the financial and non-financial objectives and goals of ACWWA for the current and future years. ACWWA's budget is a comprehensive document that enables the Governing Board and staff to evaluate where ACWWA has been in the past and where it is going in the future.

In summary, the 2014 Budget:

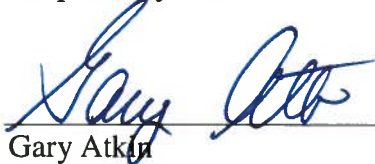
- Balances revenue requirements with available revenues and other funding sources.
- Provides for:
  - Continued planning, development and investment into additional water resources :
  - Continued funding for operation and maintenance of existing production, distribution, collection and treatment facilities to support expected economic growth;
  - Improvement and maintenance of existing infrastructure; and
  - Long-term financial stability
- Includes estimated total sources of funds of \$21,700,597 which is \$1,676,881 more than the prior year's budget of \$20,023,716. This increase is largely due to a 3% increase in water, wastewater, and tap fees.
  - Operating revenues and non-operating revenues totaling \$21,700,597;
  - An assumption of the sale of 75 tap equivalents; and
  - Assumes 3% for rate increase for water, irrigation, and sewer services.
- Provides for \$2,415,000 in capital improvement projects;
- Provides for \$8,820,657 in operation and maintenance expenditures;
- Provides for \$323,500 in capital equipment;
- Provides \$8,688,374 for servicing existing debt; and
- Assumes a 3% increase in tap fees.

The 2014 Budget will allow ACWWA's system to continue providing high quality and reliable water and wastewater at reasonable costs while also maintaining a healthy financial position. In developing the budget for 2014, effort was made to ensure that rates remain affordable for ACWWA's customers while ensuring the continued stability of the system. It is critical to ACWWA's economic well-being that future growth has a reliable water supply, as well as a well-maintained distribution and collections system.

## Special Thanks

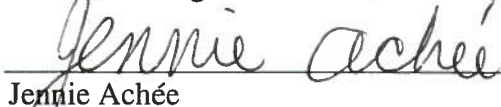
We would like to thank the Board of Directors for their leadership and foresight in adopting policies and priorities to guide the development of ACWWA's 2014 budget. Also our sincere appreciation goes to the Budget/Audit and Finance Committees for their strategic thinking and tactical execution of developing this budget. We would also like to extend our gratitude to the ACWWA employees, who through their hard work and dedication have enabled ACWWA to meet its goals and objectives for 2013. The preparation of this document would not have possible without the support and input from all departments.

Respectfully submitted,

A handwritten signature in blue ink, appearing to read "Gary Atkin", written over a horizontal line.

Gary Atkin

General Manager

A handwritten signature in blue ink, appearing to read "Jennie Achée", written over a horizontal line.

Jennie Achée

Assistant General Manager

## **Resolution 2013-06**

A RESOLUTION SUMMARIZING REVENUES AND EXPENDITURES FOR EACH FUND, ADOPTING A BUDGET, AND APPROPRIATING SUMS OF MONEY TO THE VARIOUS FUNDS IN THE AMOUNTS AND FOR THE PURPOSES SET FORTH HEREIN FOR THE ARAPAHOE COUNTY WATER AND WASTEWATER AUTHORITY, ARAPAHOE COUNTY, COLORADO, FOR THE CALENDAR YEAR BEGINNING ON THE FIRST DAY OF JANUARY, 2014, AND ENDING ON THE LAST DAY OF DECEMBER 2014.

WHEREAS, the proposed 2014 budget has been submitted to the Board of Directors of the Arapahoe County Water and Wastewater Authority for its consideration; and

WHEREAS, upon due and proper notice, published in the Aurora Sentinel and the Douglas County News Press in accordance with the law, and said proposed budget was open for inspection by the public at a designated place, a public hearing was held on November 13, 2013 and interested persons were given the opportunity to file or register any objections to said proposed budget; and

WHEREAS, whatever increases may have been made in the expenditures, like increases were added to the revenues so that the budget remains in balance, as required by law,

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF DIRECTORS OF THE ARAPAHOE COUNTY WATER AND WASTEWATER AUTHORITY, ARAPAHOE COUNTY, COLORADO:

Section 1: 2014 Budget Revenues. That the estimated revenues for each fund set out in the budget are accepted and approved.

Section 2: 2014 Budget Expenditures. That the estimated expenditures for each fund set out in the budget are accepted and approved.

Section 3: Designation of Ending Fund Balances as Reserves. That pursuant to Const. Colo. Article X, Section 20, the December 31, 2014, ending fund balance of the



Operating Fund, the exact amount to be determined as part of the audit of the December 31, 2014 financial statements, is designated as a general reserve for future contingencies.

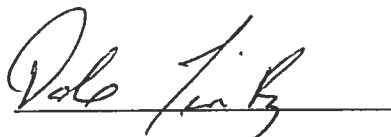
Section 4: Adoption of Budget for 2014. That the budget as submitted and if amended, then as amended, is hereby approved and adopted as the budget of the Arapahoe County Water and Wastewater Authority for calendar year 2014.

Section 5: Fiscal Year Spending Limits. That, being fully informed, the Board finds that the foregoing budget does not result in a violation of any applicable fiscal year spending limitation.


Section 6: Appropriations. That the amounts set forth as expenditures and balances remaining, as specifically allocated in the budget are hereby appropriated from the revenue of each fund, to each fund, for the purposes stated and no other.

Section 7: Discretion: The General Manager or the Assistant General Manager in his absence may exercise discretion in administration of the Operating Budget to respond to changed circumstances, provided that any modification in excess of \$25,000 requires approval by the Board.

ADOPTED AND APPROVED this 13th day of November, 2013.

  
President

ATTEST:

  
Secretary

## **Budget Highlights**

The 2014 Budget for ACWWA includes an operating budget and a capital budget. This budget was prepared by ACWWA's Finance Department in accordance with Generally Accepted Accounting Principles (GAAP). We believe the data presented is accurate in all material respects and is presented in a manner designed to fairly set forth the financial position of ACWWA.

In total the operating Budget has decreased from \$9,065,611 in 2013 to \$8,820,657 in 2014 for an overall decrease of \$244,954 due to the conversion of the Joint Water Purification Plant (JWPP) to a micro-filtration plant.

### **Board of Directors' Priorities**

The Board's Priorities are organized into three areas including Water Supply, Water Facilities, and Core Business Programs. Fundamentally these priorities are organized around water supply diversification, the need for facilities to support, treat and transport water supply, and ACWWA's ability to provide services with sensitivity to the cost impacts to customers and other member agencies.

### **Other Budget Highlights**

ACWWA's management believes that a successful budget should contain the following ingredients for it to be useful to the individuals using the information:

Worthy Purpose – There should be clear goals for the budget. The goals and objectives of ACWWA should dictate ACWWA's budget.

Participative Ownership – Budget ownership and the motivation to make it work will only occur when there is significant decision making involvement at the levels of implementation.

Reporting System – A good budget system must be fully integrated with ACWWA's reporting system. That is, the accounting system and the budgeting system should be consistent in account classification and methods of accounting for data, time periods, etc. Ease of understanding is enhanced when the budgeted data and the accounting system mirror each other.

Support of Management - In any well-organized budgeting system, support from top management is essential for the system to be effective. By being involved in establishing the budget concepts and procedures as well as reviewing budget variations the Governing Board will lend support to the rest of ACWWA and create acceptance and promote effective use of the budgeting system by all.

### **Highlights of the 2014 Budget**

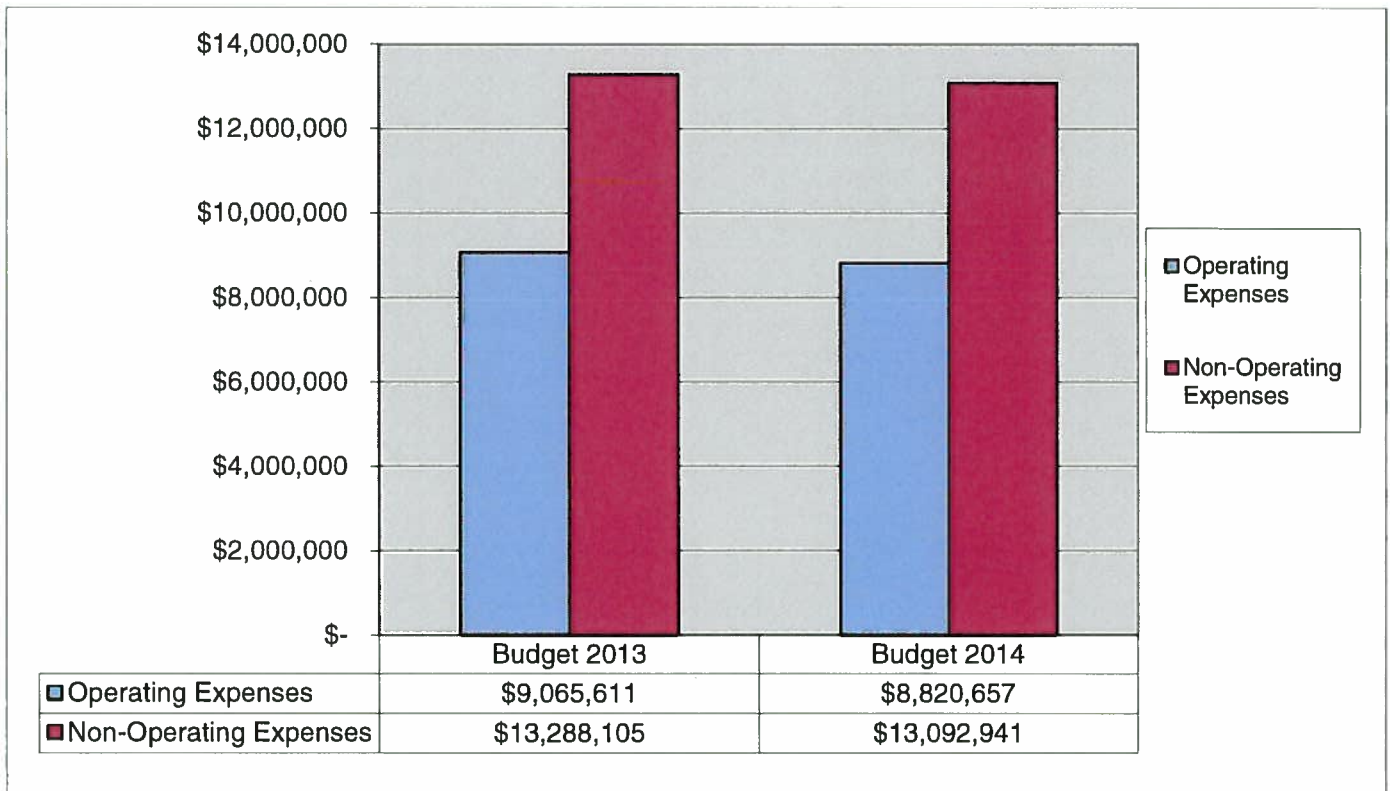
- A Capital Project Budget of \$2,415,000 which includes the continued renewal and replacement of aging infrastructure and the ACWWAFLOW Project.
- An operating budget of \$8,820,657, a decrease of \$244,954 from the prior year of \$9,065,611.
- There is no additional staff budgeted for 2014.

## Major Changes in 2013-2014 Budget

### Expenditures

Operating Expenditures were budgeted at \$9,065,611 in 2013 vs. \$ 8,820,657 in 2014 –this is a decrease of \$244,954.

**Figure 1: Expenditures 2013 vs. 2014**

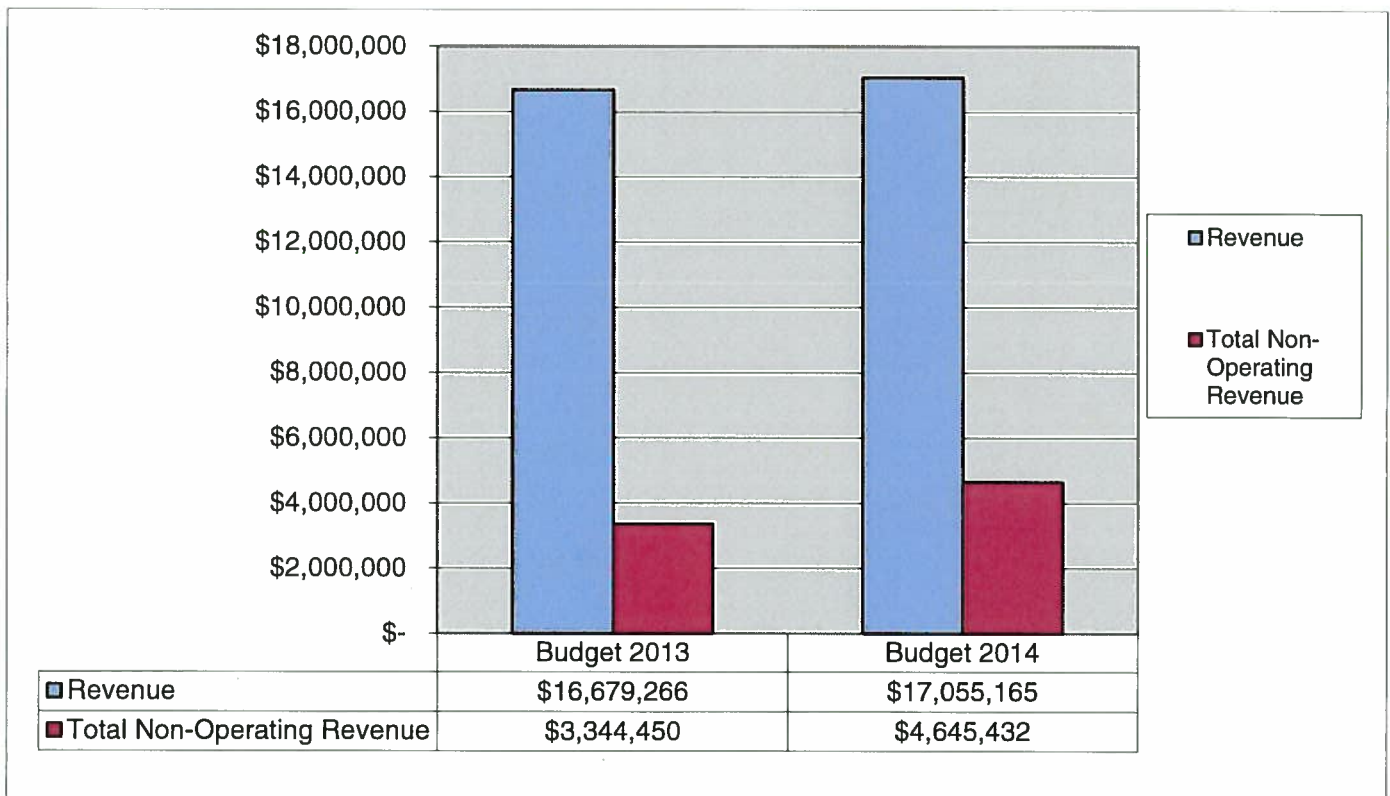


## Revenues

Operating revenue is budgeted at \$16,679,266 for 2013 vs. \$17,055,165 in 2014. This increase is due to a 3% increase in water and wastewater fees.

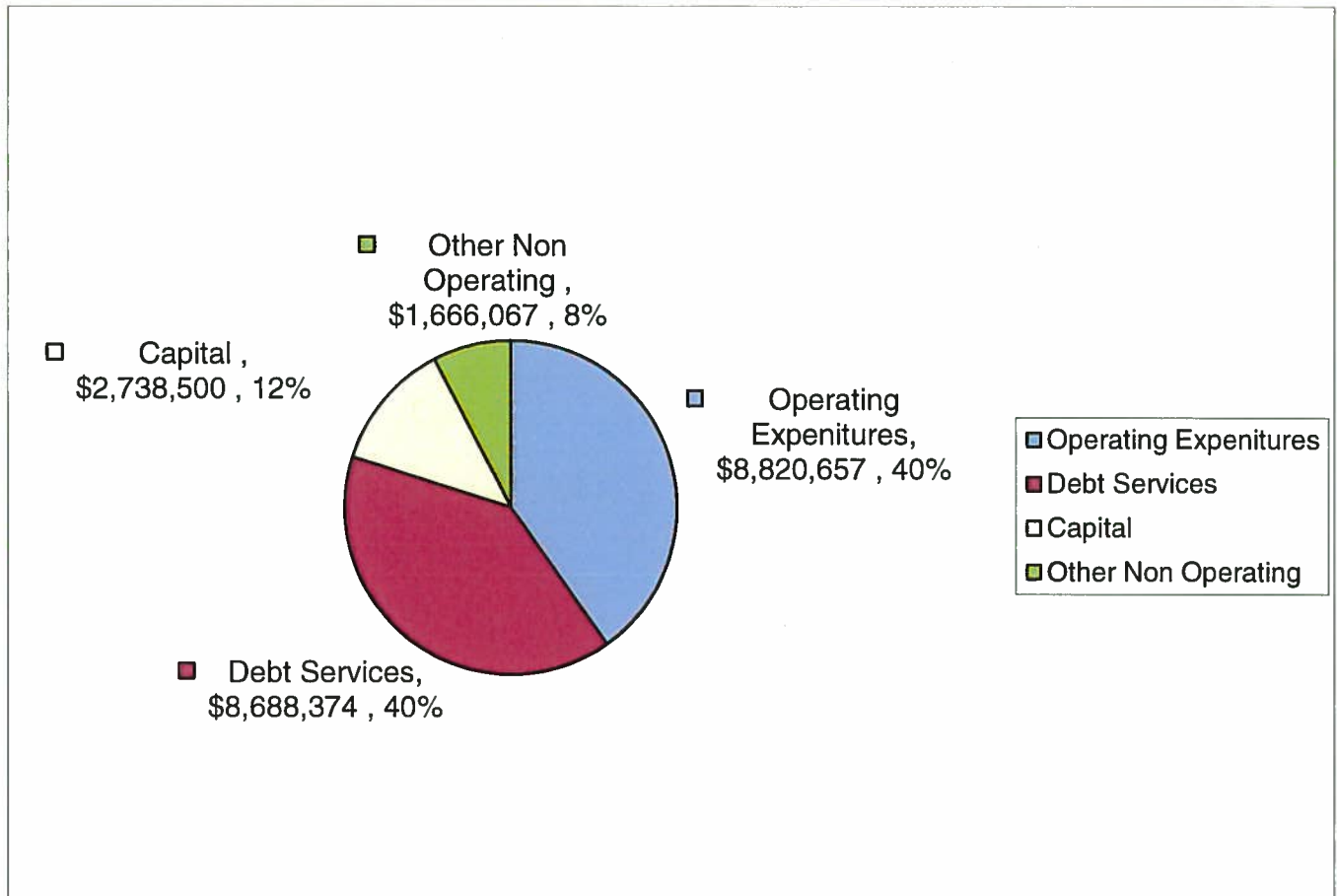
Non-operating revenue is budgeted at \$3,244,450, in 2013 vs. \$4,645,432 in 2014. This increase in revenue is largely the result of a 3% increase in tap fees and a new PID Equivalency revenue stream resulting from an agreement between Arapahoe County Water and Wastewater Authority and Cottonwood Water and Sanitation District and an increase in the number of projected tap sales from 30 in 2013 to 75 in 2014.

**Figure 2: Revenues 2013 vs. 2014**



## Uses of funds

Figure 3: Summary of Uses of Funds for 2014



Operating and maintenance costs are projected to decrease to \$8,820,657, a decrease of \$244,954 from the 2013 budget of \$9,065,611. The largest driver behind this decrease is the change of the JWPP to a micro-filtration plant.

## **Priorities and Assumptions**

- ACWWA must prepare and adopt a balanced budget in accordance with Colorado State Law;
- The ACWWA Board of Directors is empowered to fix and revise rates, fees, and other charges for services furnished or to be furnished by ACWWA. Such rates and fees and charges are not subject to supervision or regulation by any bureau, board, commission or other agency of the State or by any political subdivision;
- Rates, fees and charges shall be fixed and revised so that revenues, together with any other available funds, shall be sufficient at all times;
  - To pay the cost of maintaining, repairing, and operating the water and wastewater systems including reserves for such purposes;

- To pay all of the principal and interest on all bonds issued by the Authority; and
- Fees and charges are applicable throughout the service area.

## **Staffing and Resource Requests**

There is no additional staff budgeted for 2014.

## **Containing Costs and Maximizing Existing Resources**

The Water Authority is constantly seeking to contain costs and maximize the value of existing resources. In developing the adopted budget, we have reassessed existing consulting contracts, memberships, services, and business practices. We have thoroughly reviewed existing consulting contracts and memberships for value and vendor dependency.

## **Conclusion**

The Budget for Fiscal Year 2014 embodies the strategies of the Board's priorities and strives to fulfill ACWWA's mission. The overall plan is balanced and well organized. Rates required to support the budget are at a level consistent with previous Board direction. The Capital Plan for 2014 includes only those projects that are necessary to meet the challenges ahead of ensuring an adequate supply of water. The budget document reflects the progressive nature of ACWWA and promotes accountability, prudence and fiscal conservatism.

As we move into 2014, we will continue to our commitment to provide the highest quality water and wastewater services for our customers while keeping rates as low as possible. We will implement our business plans to ensure that the priority projects and tasks we have identified are accomplished, and we will continue to measure our results against a set of key performance indicators. We will update the Strategic Plan to reflect our changing times as we will begin to plan for future years. By continuing to invest in new technologies, looking for ways to be more efficient and effective, and challenging ourselves to be the best in the industry, we believe we can achieve continued success.

# **Budget Forward**

## **Background**

### **Description of Arapahoe County Water and Wastewater Authority (ACWWA)**

The Arapahoe County Water and Wastewater Authority (ACWWA) represents a cooperative effort among public entities to provide water and wastewater service. ACWWA is a political subdivision formed in 1988 pursuant to an intergovernmental agreement between Arapahoe County and the Arapahoe Water and Sanitation District (AWSO) for the purpose of developing water resources, systems and facilities and wastewater treatment and disposal systems and facilities in whole or in part for the benefit of the Members and their inhabitants, and others.

### **History**

On January 1, 1989, the IGA granted to ACWWA all responsibility for and control over the District's operating system including relating operating assets, tap fees, contributions, revenues and expenses. The agreement provided for a lease of the District's property, plant and equipment, which expired upon the earlier of December 1, 2010, or the dissolution of the District or ACWWA. Pursuant to the IGA dated July 7, 1995, the District and ACWWA entered into a plan to dissolve the District. The voters of the District approved the plan and the Arapahoe County District Court, signed the Order of Dissolution March 4, 2000 officially dissolving the District. All property, assets and water rights were turned over to ACWWA and any prior agreements between the two entities are subordinate to the July 7, 1995 Agreement.

On February 6, 2002 ACWWA enter into an IGA with the Arapahoe County Water and Wastewater Public Improvement District (the PID). The PID was organized in 2001, pursuant to the provisions of Title 30, Article 20, Part 5, and CRS for the purpose of constructing certain public improvements to serve customers within and without its jurisdiction boundaries. The IGA was amended and restated, in part, to have the PID replace the District as a party to the IGA. The PID retains ACWWA as an independent contractor to serve as its management agency. In consideration for ACWWA's commitment to provide management services, the PID agreed to issue general obligations bonds, certify a mill levy on property within the PID at a level sufficient to make the annual debt service payments as identified in the PID's annual capital plan.

## **Organizational Structure**

### **Authority Powers**

The Authority is a political subdivision and a public corporation of the State of Colorado, separate from the Members of the Establishing Contract. The rights, powers, privileges, authorities, functions, and duties of the Authority are established by the laws of the State of Colorado, particularly Section 29-1-204.2, C.R.S., which provides that the Authority has the power: to enter into contracts; to sue and be sued; to hire employees and agents; to incur debts, liabilities, or obligations; to issue revenue obligations or refund outstanding indebtedness; to acquire, hold, lease, or dispose of real and personal property utilized

only for the purposes of water treatment, distribution, and wastewater disposal; to develop water resources, systems, or facilities or drainage facilities for the benefit of the inhabitants of the Members or others; to condemn non-public utility property for use as rights-of-way; and to fix, maintain, and revise fees, rates, and charges for functions, services, or facilities provided by the Authority. The Authority does not have the power to tax.

### **Governing Board**

There are nine (9) authorized positions for the Board of Directors of the Arapahoe County Water and Wastewater Authority. These board positions are appointed at the discretion of the Arapahoe County Commissioners. Two of the five County Commissioners currently serves on the Arapahoe County Water and Wastewater Authority's Board of Directors. ACWWA does not have taxing powers.

ACWWA's Board sets policy and direction for ACWWA. These nine individuals serve for a term of three years and appointments are made as vacancies occur. The Board elects its own officers, including a Chair and Vice Chair.

#### **The current Board of ACWWA is:**

Doyle Tinkey, Chair, owns a home in the ACWWA service area. Mr. Tinkey is retired from CH2M Hill.

Ralph Henderson is a member of Valley Country Club, which is an ACWWA customer.

Rod Bockenfeld is an Arapahoe County Commissioner, a Director of the ACWW Public Improvement District, and a Board Member of the Arapahoe County Public Airport Authority, a Board member of the Southeast Metro Stormwater Authority, and a resident of the East Cherry Creek Valley Water and Sanitation District.

Nancy Sharpe is an Arapahoe County Commissioner, a Director of the ACWW Public Improvement District, and a Board Member of the Arapahoe County Public Airport Authority, a Board member of the Southeast Metro Stormwater Authority, and the Urban Drainage and Flood Control Board.

Mikkel Anderson's form has been filed; no conflicts to report.

Steven Davis has a brother-in-law who works for Anadarko Petroleum.

Linda Lehrer is a Board member of the Southeast Metro Stormwater Authority and the Antelope Property Owners Association. Ms. Lehrer's spouse is a geologist employed by Anadarko Petroleum.

Geri G. Santos-Rach's conflict form has been filed; no conflicts to report.

Phyllis Thomas is the owner and President of Phyllis Thomas Consulting.

### **ACWWA's Management Team**

#### **General Manager**

Garrold E. Atkin, Jr., a veteran water manager, was appointed General Manager of ACWWA in October 2001. The General Manager is the chief executive officer and administrative head of ACWWA. As Manager, he is responsible for carrying out policies set by the Governing Board, performing overall executive management and leading ACWWA toward the successful accomplishment of its mission.



### **Assistant General Manager**

Jennie Achée – Assistant General Manager

The Assistant General Manager ensures that ACWWA's implementation of the Strategic Plan and annual Business Plan complies with guidance from the General Manager and the policies established by the Governing Board.

### **Department Managers**

Martin Stegmiller –Operations Manager

Steve F. Witter - Water Resources and Planning Manager

The Department Managers provide input on Strategic Plan policy and strategy development, and coordinate implementation of policy directives within and across their respective resource areas.

### **Committees**

ACWWA currently has six (6) committees:

- **The Finance Committee** whose purpose is the oversight of the financial position of ACWWA.
- **Project, Development and Construction Committee** that has responsibility for the oversight of the Capital Improvements Program.
- **The Personnel Committee** whose focus is to support ACWWA's process in the areas of staffing needs and personnel policies and programs.
- **The Water Supply Committee** whose function is to evaluate the long-term water supply needs, and the planning and development of needed water resource development projects.
- **The Development/Public Relations Committee** whose function is to respond to customer concerns, provides public training, and meets the needs of the Development community.
- **The Budget/Audit Committee** whose purpose is the oversight of the Budget and Audit processes.

## **Mission, Vision, and Values**

### **Our Mission**

It is our goal to provide unparalleled service and accountability to our customers while furnishing the highest quality water.

### **Our Vision**

Our vision is to consistently meet or exceed customer expectations.

### **Our Values**

- ☆ Honesty – we never compromise our honesty
- ☆ Customer Service – we provide superior service to both our internal and external customers with professionalism and integrity
- ☆ Sustainability – we will be proactive in planning, constructing, operating, maintaining, and financing our system in a manner consistent with the principles of environmental, social and economic sustainability.
- ☆ Focus –we stay committed to our goals and strive to make the best use of our local water resources and adopt practices which encourage conservation of water, energy, and other natural resources.
- ☆ Communication- we value open honest and timely communication
- ☆ Teamwork – we value our employees as our most important resource and we are committed to the success of every member of the team
- ☆ Excellence – we are passionate about our knowledge and experience that sets us apart and makes us good stewards of the public’s resources
- ☆ Integrity- Teamwork is the foundation of our excellence

## **Guiding Principles**

Accomplishing ACWWA’s mission and implementing the programs and projects identified in the 2008 budget requires a unified effort by the members of the Governing Board, ACWWA staff, other agencies and groups, and the public. Such unity can be achieved only when each group understands the guiding principles that reflect the culture of ACWWA. The following principles reflect these core beliefs:

ACWWA will balance the needs of water and wastewater systems all within the context of a regional ecosystem.

ACWWA maintains accountability in the following areas:

- Purchase of goods and service
- Preparation of financial reports
- Management of cash, debt and reserve funds
- Preparation of operating and capital budgets
- Maintenance of sound internal controls and audit functions

ACWWA recognizes the value of cooperative relationships with the public and private sectors and other members of the community, and the need to communicate strategic decisions to these audiences.

ACWWA will achieve the budget implementation through effective communications of priorities, multidisciplinary teamwork and inter-departmental coordination.

ACWWA values the diversity of its workforce for the varied perspectives its members bring in accomplishing our mission.

By following these guiding principles, ACWWA will maintain its reputation and position as a recognized steward of water resources.

### Philosophy

The following philosophies guide the formulation of strategic goals, objectives, programs and operations of ACWWA. It is the basic policy of ACWWA's employees to:

#### Customer Service

Provide a safe, reliable, high quality water supply to each customer in a cost effective manner. ACWWA strives to provide excellent customer service to our customers.

#### Management Work Ethic

ACWWA management strives to provide the highest degree of care in handling public funds to ensure that these funds are utilized and managed for the best interest of its customers

#### Environmental Policy

Develop programs that are environmentally safe and exceed all Federal, State, and local regulatory requirements.

#### Employee Relations

Provide a safe, healthful, and rewarding work environment which encourages communication, values employee participation and personal achievement. Promote a team-work environment to successfully achieve ACWWA's goals and objectives both internally and externally with other agencies.

#### Public Relations

Maintain open communication with the public, participate in active educational programs with other member agencies through interagency cooperative agreements and continually seek input from customers and establish and maintain interactive relationships with other government agencies through the creation of partnerships which promote positive public relations which enhance service and reduce costs.

### **Risks**

#### Environmental Risks

The Authority uses hazardous materials in the water and wastewater treatment process and is required to properly dispose of such hazardous materials. These hazardous materials can be a threat to human health or to the environment if not properly handled, stored or disposed. ACWWA's employees are trained in the proper handling of applicable hazardous materials. Other environmental issues, such as water

contamination to the water supplies, flooding and drought conditions could impact the operations of the System, although to the best of ACWWA's knowledge, none of these factors pose a significant risk to the System at this time.

### **Regulatory Risks**

The System is subject to numerous Federal and State regulatory requirements. Those regulations are subject to change at any time. ACWWA works with all applicable regulatory agencies and personnel to monitor future regulatory requirements, as failure to comply with regulatory changes, or the inability to comply with them in a timely manner, could cause portions of the System to be unavailable. Any disruption of service could negatively impact Net Revenue.

### **Changes in Law**

Various Colorado laws and constitutional provisions apply to the imposition, collection and expenditure of the Net Revenue and the operation of ACWWA. There is no assurance that there will not be any change in, interpretation of, or addition to the applicable laws, provisions, and regulations which would have a material effect, directly or indirectly, on the affairs of ACWWA and the imposition, collection, and expenditure of the Net Revenue.

### **Risk Management**

ACWWA's risk management program is designed to manage the Authority's insurance programs and provide support to all departments regarding identifying, controlling, transferring, or eliminating exposure to loss from general liability, property loss, and worker's compensation claims. ACWWA is currently insured for its liability and property damage coverage and worker's compensation coverage through the Special District Association (SDA) Insurance Pool of which ACWWA is a member. The SDA Pool is a risk pooling program formed under the Colorado Revised Statutes Sections 8-44-204 and 29-13-102 to provide coverage for member agencies.

## **ACWWA Flow Project**

ACWWA's management believes that the current water rights are sufficient to serve the current customers of ACWWA. However, ACWWA has determined that additional water supply will be necessary to accommodate projected build-out within the service area, future potential additions to the service area and the potential reduction in production of ACWWA's non-tributary groundwater rights. Accordingly, ACWWA is implementing a project to secure additional water supplies. This project is called the "ACWWA Flow Project" and includes the purchase and adjudication of 4,400 acre-feet of average yield consumptive use surface water rights from the South Platte Basin and the necessary infrastructure to store, treat and deliver that water to the Service Area.

The ACWWA Flow project water resources will be adjudicated in the District Court in and for Water Division No.1 in Greeley, Colorado (Water Court). The ACWWA Flow Water Rights are expected to provide water supply for over 17,000 tap equivalents, due to ACWWA's ability to reuse its water supply. ACWWA expects this water to provide a secure water supply to meet future demands. However, unlike non-tributary groundwater, surface water rights are impacted by the hydrologic cycle that varies annually. ACWWA's portfolio of non-tributary groundwater rights and Cherry Creek water rights are expected to be utilized to provide water in drought years to supplement surface water rights.

ACWWA used part of the net proceeds of the 2009 Bonds to acquire these water rights. As purchased, these water rights will not be capable of use by ACWWA. Prior to their use as a municipal water supply, the water rights must be successfully adjudicated in Water Court, and there is no guarantee as to the outcome of such litigation. In addition, infrastructure must be constructed which will provide a treatment, storage and delivery mechanism for the new water rights. Several of the facilities will require environmental and other permits which have not yet been issued, and ACWWA cannot guarantee that such permits will be issued.

### **Current Water Rights Litigation**

ACWWA is currently a party in 36 cases pending in the Water Court. Four of these cases are matters in which ACWWA is an applicant for the approval of water rights claims. The remaining 32 cases are matters in which ACWWA is an objector to applications filed by third parties to adjudicate water rights or plans for augmentation or exchange. ACWWA is also a party to one consolidated appeal currently pending in the Colorado Supreme Court related to a group of applications filed by the Farmers Reservoir and Irrigation Company and others. The outcome of these water litigation matters may affect the efficiency with which ACWWA provides water supply to its service area, and may affect the capital and operating costs associated with providing such service. However, ACWWA's water rights portfolio and existing decrees are expected to be adequate to provide the anticipated level of water service, regardless of the outcome of the pending water cases.

The numerous statements of opposition filed by ACWWA in other cases are directed at proposed projects filed by many third parties. Several of these matters are in the final stages of settlement negotiations. All of the Water Court matters are actions to adjudicate property status in the form of water rights decrees. The title to the ACWWA's water rights is not at issue in any of these matters. Similarly, no money damages are at issue in these matters. The ACWWA's financial exposure is limited to attorney's fees, expert witness fees, discovery costs, and other normal litigation expenses.

## **ACWWA's Service Area**

ACWWA encompasses approximately 5,000 acres in the southeastern Denver metropolitan area and is located approximately 10 miles south of downtown Denver in the southern part of Arapahoe County generally bounded by Parker Road on the east, Cherry Creek Recreation Area on the north, and Havana Street on the west, and the Arapahoe/Douglas County line on the south.

ACWWA's service area is primarily comprised of office complexes, commercial and light industrial areas. Recently, significant multi-family residential development has been added with more units planned especially in the eastern part of the service area. By intergovernmental agreement, ACWWA also provides wholesale wastewater treatment services for the Cottonwood Water and Sanitation District located south along Jordan Road in Douglas County, and retail water service to the Town of Foxfield located east of Parker Road and south of Arapahoe Road. Unlike the ACWWA service area, these areas are predominantly residential.

ACWWA's core mission is to provide for water and wastewater service within its service area. ACWWA was established in 1988 as a separate governmental entity to develop water resources, systems and facilities, and wastewater treatment and disposal systems and facilities in whole or in part for the benefit of its customers. ACWWA complies with a number of regulatory programs designed to protect the region's water resources. The Safe Drinking Water Act (SDWA) and Clean Water Act (CWA) are examples of a number of forces that will remake the municipal water and wastewater industry in the near future. Other regulatory compliance requirements, increasing customer awareness, aging infrastructure, and a growing scarcity of high-quality water sources will require greater creativity and innovations.

To maximize use of available supplies, ACWWA is developing a strategy to best utilize its potable and non-potable water sources. This will likely include the expansion of its non-potable irrigation system

### **Philosophy**

ACWWA uses a programmatic, outcome-oriented approach when developing and presenting its budget. This budgeting method is based on program performance, and emphasizes the link between strategic plans, program goals and objectives, outcomes, and annual funding allocations. This process requires close communication between program coordinators and management; awareness of agency strategic goals, objectives and outcomes; identification of strategies to achieve these outcomes; and the development of performance measures.

ACWWA's broad mission and mandates were organized into long and short-term goals. Objectives and success indicators were established to allow a more thorough review and understanding of major ACWWA projects and programs. It also allows for better programmatic comparisons and choices regarding the allocation of limited resources.

### **Budget Preparation**

ACWWA will prepare an annual budget document that provides a basic understanding of ACWWA's planned financial operations for the coming year. Copies of the draft and final budget will be made available to all interest parties and opportunities will be provided for public input prior to final adoption.

### **Annual Budget Statutory Requirements**

ACWWA's annual budget is prepared and adopted under the provisions of section 29-1-113 C.R.S. ACWWA's fiscal year is January 1 through December 31.

On or before October 15 of each year, ACWWA's budget officer submits a draft budget to the Governing Board. The budget covers proposed operations and funding requirements for the ensuing fiscal year. On or before December 31 the Governing Board adopts the budget. ACWWA advertises all required meetings of budget discussions along with the intent to adopt the budget.

A resolution adopting the budget and appropriating the funds is filed with ACWWA's budget officer whose duty it is to disburse moneys or issue orders for the payment of moneys as required by statute. The final adopted budget for ACWWA is the operating and fiscal guide for the ensuing year.

## **Budget Update Process**

Every year as part of the budget process, ACWWA's short-term goals and objectives will be reviewed and updated, as necessary, to reflect current challenges as well as changed conditions. Staff also seeks direction from the Board of Directors. The strategic plan is reviewed and updated as necessary. This budget incorporates the implementation plan for the current goals and objectives.

### **Budget Amendments**

A budget amendment is defined as any action that increases or decreases total appropriated fund amounts in ACWWA's adopted budget. Budget amendments could be caused by various reasons, such as:

- The discovery of more accurate information after the budget is adopted
- Modified operating requirements
- Year end accounting adjustments

Budget amendments must follow strict statutory guidelines. The intent to amend the budget and the notice of the Governing Board meeting and Public Hearing at which the amendment will be considered and potentially receive approval must be published in a newspaper that has general circulation within the ACWWA service area.

### **Lapse of Appropriations**

All unexpended appropriations expire at the end of the fiscal year. (C.R.S. 29-1-108 (6))

### **Budget Transfers**

Budget transfers are defined as any action that changes the budget amount associated with a service, as adopted by the Governing Board. Budget transfers change budget amounts from one line item to another. It is important to note that budget transfers, unlike budget amendments, do not change total overall budget appropriation levels. Budget transfers may be processed by action of the General Manager.

### **Filing of the Budget**

No later than thirty days following the beginning of the fiscal year of the budget adopted, the governing body shall cause a certified copy of the budget, including the budget message, to be filed with the State of Colorado. (C.R.S. 29-1-113 (1))

## **Financial Structure**

The State of Colorado and Generally Accepted Accounting Principles govern the use of funds and the budgeting, accounting and auditing associated with this fund structure, as determined by the Governmental Accounting Standards Board.

ACWWA works in concert with Arapahoe County to accomplish water management objectives. The primary authority for the operation of ACWWA is an Intergovernmental Agreement between Arapahoe County and Arapahoe County Water and Wastewater Public Improvement District. ACWWA's budget includes all operations over which ACWWA is financially accountable.

There are no component units required for inclusion in the Arapahoe County Water and Wastewater Authority's budget.

## **Budget Goals**

The primary budgetary objective is to provide the highest possible level of service to ACWWA's project participants without impairing ACWWA's sound financial condition. Continual efforts will be made to improve productivity, lower costs and enhance service.

ACWWA will endeavor to keep current expenditures less than current revenues. Current expenditures are defined as operating expenses, debt payments and capital improvement expenditures.

ACWWA will maintain a budgetary control system to ensure adherence to the budget and will prepare regular reports comparing actual revenues and expenditures to the budgeted amounts.

Law and policies limiting revenue sources and expenditures must be explicitly addressed in the budget process.

The Governing Board will not establish a goal or policy without also providing the necessary funding to accomplish those goals or policies.

The adopted budget may only be changed by Board action. Staff may make budget change requests to the Governing Board at a regularly scheduled Board meeting. The Governing Board will then consider the requests based on staff's recommendations and approve or deny the requests by a majority vote.

## **Budgetary Control**

The Finance Department prepares budget summary reports and the unaudited financial statements on a monthly basis for review by the Governing Board.

## **Departmental Estimates**

During the budget development process, the Budget Officer relies heavily on the knowledge and experience of Department and Project Managers to forecast expected revenues and expenditures from various sources. The Managers submit their estimates along with supporting documentation and an explanation of how the revenues and expenditures were calculated to the Budget Officer.

## **Contacting ACWWA's Finance Department**

This financial report is designed to provide the Board, customers, creditors and investors with a general overview of the Authority's financial condition. Should you have any questions regarding the content of this document, please contact ACWWA at (303) 790-4830.



# **Financial Policies**

## **Basis of Accounting**

*For budgetary reporting purposes, ACWWA uses the modified accrual basis of accounting and budgeting for all funds.*

Under the modified accrual basis of accounting, revenues are recognized when they become measurable and available. “Measurable” means the amount of the transaction can be determined and “available” means collectible with the current period or soon enough thereafter to be used to pay liabilities of the current period. Expenditures are recognized in the accounting period in which the liability is incurred. Non-cash expense items such as depreciation expense for fixed assets and accrued compensated absences are excluded from the budget. All annual appropriations lapse at the end of the fiscal year.

*ACWWA operates under one fund for budgetary purposes. However, ACWWA’s various departments and budget preparation are segregated by service type- water and wastewater.*

The costs of vacation and sick leave benefits (compensated absences) are budgeted and expended when payments are made to employees. The liability for all accrued and vested vacation and sick pay benefits, plus sick leave benefits expected to become vested, however, is recorded as a long-term liability.

## **Revenue and Expenditure Classifications**

ACWWA distinguishes operating revenues and expenditures from non-operating items. Operating revenues and expenditures generally result from providing services and delivering water in connection with the principal ongoing operations. The principal operating revenues of the Authority are charges to customers for sales and services. Operating expenditures include the cost of sales and services, administrative expenses, and depreciation on capital assets. All revenues and expenditures not meeting this definition are reported as non-operating revenues and expenditures.

### **Revenue Policies**

#### **Introduction**

The revenue policy is used as an aid in providing consistent provision of essential public services since revenues and expenditures are the key drivers of ACWWA’s operations. The goal of this policy is to help ensure financial stability regardless of economic situation and to provide information to the Board that Staff revenue and expenditure practices are consistent with ACWWA’s mission and goals.

#### **Revenue Policy**

ACWWA staff is allowed to estimate revenues conservatively using an objective and analytical approach using certain techniques such as historical trends, current information, and economic indicators to maintain consistency, reliability and reasonableness. ACWWA’s revenues are projected into the future and updated annually to reflect emerging issues to ensure that the plan reflects the current fiscal environment. ACWWA’s long-term financial plan is developed to assess long-term financial implications of current and proposed policies and programs. It also serves as a financial tool for early detection that allows staff to deal with budgetary issues proactively.

- ACWWA shall maintain a diversified and stable revenue base. Existing and potential revenue sources shall be reviewed annually for stability, equity efficiency and capacity to finance future operations.
- An objective, analytical process that recognizes the sensitivity of each revenue source shall be used to estimate revenues.
- Whenever authorized and appropriate, user fees and charges shall be established to recover the full costs of all programs and services.

### **Rates and Charges**

Rates and charges are the most important component of ACWWA's revenue portfolio. User fees are used to fund the provision of services provided to ACWWA's customers. ACWWA utilizes cost recovery concept to determine how much costs need to be recovered from various customers. The full cost of providing various services is used as the basis for setting rates and fees. Full cost incorporates direct and indirect costs, including operations and maintenance, overhead and charges for the use of capital facilities. Examples of ACWWA's overhead include payroll processing, accounting and administrative services, computer support, office supplies, and other central administrative charges.

ACWWA's Board of Directors established the following guidelines for the user rate and charge setting process.

- Rates and charges are established utilizing a generally accepted cost recovery methodology that is consistent and legally defensible using the following approaches: revenue requirement analysis, cost of service analysis, and rate design analysis.
- Rate design shall be reflective of ACWWA's Board of Directors' rate setting objectives.
- Rates shall be set at a level so that ACWWA will increasingly collect more reliable revenues through a combination of system access charges and low to medium users' commodity rates to meet ACWWA's revenue requirement.
- Rates and charges will be reviewed and updated annually based on factors such as the impact of inflation, other cost increases, and the adequacy of coverage of costs.
- Produce revenues sufficient to pay
  - a) A minimum of 1.25 times the Annual Debt Service Requirements as required to meet debt coverage covenants of ACWWA's bonds and
  - b) The amounts required to be deposited in any reserve or contingency fund created for the payment and security of obligations
- ACWWA will make adjustments to rates and charges as the Board deems necessary and shall adjust rates and charges so that net system revenues from such adjusted rates and charges will be sufficient at all times to meet the requirements.

### **Recognition of Revenues**

Revenues are recorded when earned. Customers' meters are read and bills are prepared monthly based on billing cycles.

## **Expenditure Policy**

ACWWA's expenditures reflect the Board of Directors and Staff commitment to service present and future customers with reliable public service. The Board and Staff believe that prudent expenditure planning and accountability will ensure fiscal stability. Expenditures are projected conservatively using an objective and analytical approach as well as certain techniques such as historical trends, current information, and economic indicators to maintain consistency, reliability, and reasonableness. ACWWA's capital and operating expenditures are projected into the future as part of the long term financial plan. The long term financial plan is developed based on the Comprehensive Master Plans and revised annually during the budget process to reflect current changes in construction costs, project estimates or key financial assumptions. ACWWA used the long term financial plan as a tool for early detection that allows ACWWA's staff to deal with project financing issues proactively.

The basic components of ACWWA's expenditure policies are broken down into two functional areas: Maintenance of Capital Assets and Review of Service.

### **Disbursements**

Disbursement of Authority funds must be for a legitimate purpose and within budgetary limits.

Payment for Authority contracts and purchase orders are contingent on evidence of the receipt or acceptance of the specific deliverables.

### **Maintenance of Capital Assets**

Maintaining a reliable transmission and distribution system and a sustained capital program are not possible without reliable funding sources. Prudent financial planning is imperative to an effective capital improvement program. ACWWA uses a combination of debt financing and "pay as you go" methods to fund the capital improvement program and maintenance of capital assets. A fixed annual amount is projected by staff and included in the annual requirement to be collected from rates and charges.

The following elements of the expenditure policy reflect ACWWA's philosophy to perform ongoing maintenance of capital investments once they are purchased or capitalized:

- Consistency with Board approved Master Plans, and long term Capital Improvement Plan
- Maintain consistency of allocation of resources for programs to carry out ACWWA's mission and goals to its customers
- Within the resources available each fiscal year, ACWWA shall maintain capital assets and infrastructure at a satisfactory level to protect its investment, to minimize future replacement and maintenance costs, and to continue service levels.

### **Review of Service Policy**

These expenditure policies are used by Staff to prompt review of services to see if they are being provided as effectively and efficiently as possible. ACWWA's review of service policies are as follows:

- Encourage greater efficiency and effectiveness of the delivery of services by sharing resources and coordinating with other public and private organization through partnerships.
- Utilize technology and productivity advancements that will help reduce or avoid increasing personnel costs, when practicable.

- Control personnel costs as a proportion of total budget, to more productively and creatively use available resources.

## **Cash Management Policies and Practices**

ACWWA has an investment policy with objectives to (1) maximize its cash position, (2) Accelerate collections and control disbursements to optimize cash availability, (3) meet its financial obligations on a timely basis in order to maintain public trust and productive relations with employees, suppliers, and contractors, (4) develop monthly cash flow projections to help formulate investment strategies for the most effective use of resources, (5) manage funds in a prudent and diligent manner that meets the criteria of legality, safety, liquidity and yield, in that order of importance.

### **Cash Management and Investment**

- ACWWA shall maximize its cash position.
- ACWWA shall accelerate collections and control disbursements to optimize cash availability.
- ACWWA shall meet its financial obligations on a timely basis in order to maintain public trust and productive relations with employees, suppliers, and contractors.
- ACWWA shall develop monthly cash flow projections, which help formulate investment strategies for the most effective use of resources.
- Funds shall be managed in a prudent and diligent manner that meets the criteria of legality, safety, liquidity and yield, in that order of importance.

### **Reserves**

Each year ACWWA evaluates the operating system and established an Operations and Maintenance Reserve Fund. Monies held in this account may be expended for any purpose upon authorization of the Governing Board.

### **Debt Financing**

ACWWA will use debt financing when it is judged to be appropriate based on the long-term capital needs of ACWWA and ACWWA's ability to repay the indebtedness has been evaluated in light of all sources and uses of cash.

ACWWA will only incur long-term debt for the financing of capital improvements that are not expected to recur and are long-lived. Conversely, if the capital requirements are recurring, of relative small scale or are for short-lived improvements, the costs of these improvements should be paid from current revenues.

## **Restricted Fund Balance Policies**

### **Reserve Funds**

ACWWA has a Reserve account that is funded specifically from user fees.

ACWWA in partnership with Inverness Water and Sanitation District (IWSD) maintains a Repair and Maintenance Reserve for the Wastewater Treatment Plant of which ACWWA contributes 69.44% and IWSD contributes 30.55%. ACWWA currently contributes \$300,924 into this reserve annually.

### Independent Audit

ACWWA shall provide for an annual independent audit of its financial statements. This provides evidence of ACWWA's financial accountability to the public and other interested parties.

### Revenue Bonds

ACWWA does not collect taxes and cannot issue General Obligation Bonds. ACWWA may issue Revenue Bonds secured by a pledge of revenues. Revenue bonds are limited liability obligation that pledge net revenues of ACWWA to debt service. The net revenue pledge is after payment of all operating costs. The financial markets require coverage ratios of the pledged revenue stream and a covenant to levy rates and fees sufficient to produce net income at some level in excess of debt service.

Also, there may be a test required to demonstrate that future revenues will be sufficient to maintain debt service coverage levels after any proposed additional bonds are issued. ACWWA will strive to meet industry and financial market standards with such ratios. Annual adjustments to ACWWA's rate structure may be necessary to maintain these coverage ratios.

The underlying credit of revenue bonds is judged on the ability of ACWWA's existing rates to provide sufficient net income to pay debt service and the perceived willingness of ACWWA's Board of Directors to raise rates and fees in accordance with its rate covenants. Actual past performance also plays a role in evaluating the credit quality of revenue bonds, as well as the diversity of the customer base.

### Capital Leases

Capital lease agreements and installment sale agreements shall be considered as an alternative to long-term debt. Although these forms of alternative financing are subject to annual appropriation, they shall be treated as long-term debt until maturity.

ACWWA currently has no Capital Lease Obligations.

### Long Term Debt

Long-term debt is defined as bonded indebtedness whose maturity is at least ten years from issue date.

When developing funding strategies for projects; ACWWA will first consider revenues unique to such projects, e.g.; water funds for water projects, and wastewater funds for wastewater projects.

Projects will be funded with Revenue Bonds only if no other revenue source can be utilized.

When appropriate, ACWWA will use long-term debt financing to: achieve an equitable allocation of capital costs/charges between current and future system users, provide more manageable rates in the near and medium term, and to minimize rate volatility.

For growth related projects, debt financing will be utilized as needed to better match the cost of anticipated facility needs with timing of expected new connections to the system and spread the costs evenly over time.

Every effort will be made to schedule even principal and interest payments for the repayment of debt so as to avoid fluctuations in debt service requirements and fluctuations in user fees. Only in exceptional circumstances where it is an advantage to the ratepayers and ACWWA, will debt be scheduled on a non-even repayment basis. Because debt financing involves long-term commitments, the projects, which are financed through debt financing, must be ones, which have a useful service life at least equal to the debt

amortization period. Therefore, debt financing shall be used only for capital expenditures, and not for addressing maintenance items.

A rate review will be conducted when appropriate to ensure predictable and affordable changes to utility system rates. ACWWA will maintain rates to confirm that it meets bond coverage requirements.

Exceptions to this strategy may be made by the Governing Board for projects that are mandated by judicial or regulatory bodies, or for emergency situations.

### Short Term Debt

User fees should support needed capital improvements on a pay-as-you-go basis to the greatest extent possible. In the event short term debt financing is required lease-purchases, operating leases or other debt instruments may be used as a short-term (1 to 10 years) method of borrowing for the financing of various needs, such as fleet equipment, renovation or reconstruction of capital assets, specialized types of equipment purchases, communications, and data transmission systems.

ACWWA may utilize short-term borrowing to serve as a bridge for anticipated revenues, construction financing or future bonding capacity.

Each proposal for short term financing shall be evaluated on a case-by-case basis with findings presented to the Finance Committee prior to authorizing financing. Examples of issues to be addressed in the case-by-case analysis may include, but not necessarily be limited to the following:

The extent to which the proposed improvement(s) either (a) extends the useful life of the facility(s) by greater than five years or (b) adds to the long term value of the underlying asset by an amount equal to or in excess of the cost of the improvement. Improvements may be one project or a series of projects, when performed as a package, extend the useful life by the required minimum.

The extent to which a permanent, ongoing additional maintenance commitment is required in order to not lose the value and utility of the financed improvements during the time period in which the financing is outstanding.

The extent to which an improvement(s) provides a long term solution to a problem or effectively arrests deterioration which might lead to structural failure, beyond which the process should not have to be repeated if there is appropriate preventative maintenance.

The extent to which financing spreads the cost of the improvements between present and future users.

### **Debt Authorizations**

All long and short-term debt shall require Board authorization prior to issuance.

### Current Debt

In 2006, ACWWA issued \$23,025,000 in Revenue Refunding Bonds. The proceeds from the 2006 Series Bonds were used to refund the Water and Wastewater Revenue Variable Rate Refunding and Improvement Bonds, Series 2003A and the Taxable/Tax-Exempt Water and Wastewater Revenue Variable Rate Refunding Bonds, Series 2003B.

In 2007, ACWWA issued \$18,760,000 in Revenue Refunding Bonds. The proceeds from the 2007 Series Bonds were used to refund the Water and Wastewater Revenue Variable Rate Refunding and Improvement Bonds, Series 2003C and to provide \$10 million of new money to be used for capital projects.

In 2009, ACWWA issued \$91,545,000 in Taxable Water and Wastewater Revenue Direct Pay Build America Bonds and \$5,625,000 in Water and Wastewater Revenue Bonds. The proceeds from the 2009 Series Bonds were used to purchase a renewable water source, infrastructure, and water storage. This project is identified as the ACWWA Flow Project.

In 2012, ACWWA refunded the 2009 Series B Bonds. The current Bond Debt as of November 13, 2013 includes the following debts:

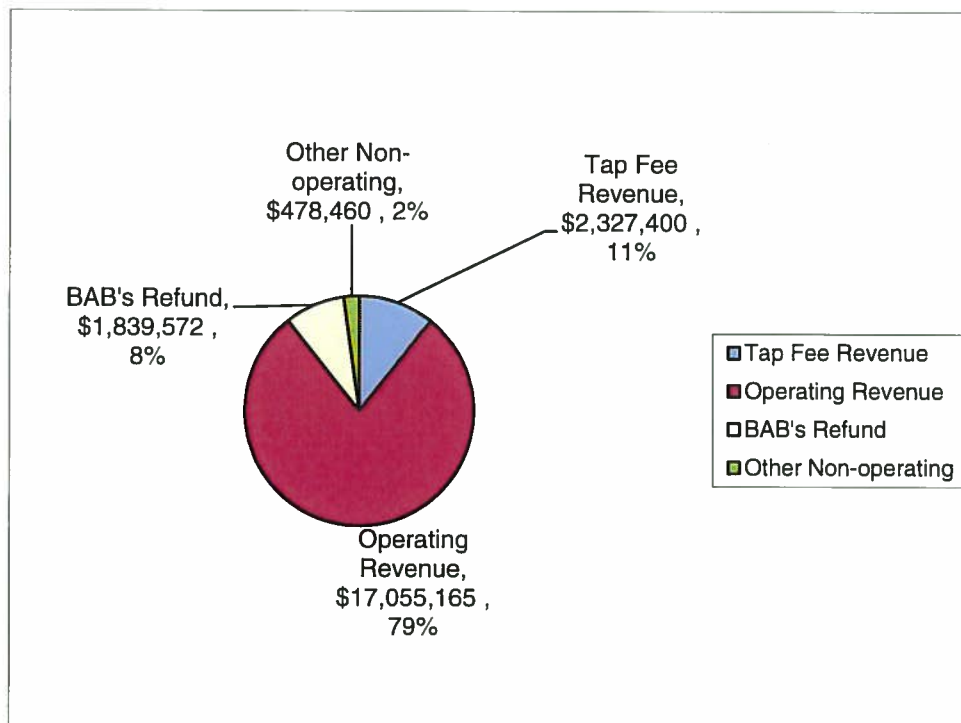
- Water and Wastewater Revenue Refunding Bonds, Series 2006 Bonds, original amount \$23,025,000
- Water and Wastewater Revenue Refunding Bonds, Series 2007 Bonds, original amount \$18,760,000
- Taxable Water and Wastewater Revenue Direct Pay Build America Bonds, Series 2009A Bonds, original amount \$91,545,000
- Water and Wastewater Revenue Bonds, Series 2012 Bonds, original amount \$5,625,000

### Debt Limits

ACWWA is not legally restricted as to the amount of debt that can be issued.

## Sources of Revenue

**Figure 4: Summary of Revenues for 2014**



The chart above depicts ACWWA's revenue sources and the percent of total revenue each represents. The financial projections in this budget are based on in-depth analysis of each revenue source. The estimated revenue for 2014 is \$21,700,597.

In providing essential public water and wastewater services to its customers, ACWWA incurs substantial operating and capital expenditures. ACWWA operates as a nonprofit enterprise fund and has no legislative authority to levy taxes nor does ACWWA receive tax revenues from local governments for ongoing operations. ACWWA finances its ongoing water and wastewater operations and extensive capital improvements almost entirely through customer paid fees and charges. ACWWA establishes rates sufficient to generate revenue to meet operation and maintenance costs and pay debt service. Rates and fees are reviewed annually and adjusted as needed to respond to resource needs.

ACWWA strives to maintain an adequate level of revenue, which is collected equitably from all classes of customers that use the service. Other secondary considerations include using the revenue rate-making process to promote water conservation. Rates are set to insure that ACWWA's revenue provides customer service to maintain and perpetuate the system. Adequate revenues result from establishing and charging appropriate rates and fees for each service provided.

Revenues are categorized as operating or non-operating, depending on their source. Operating revenues include revenues derived from the sale of water and wastewater service and other activities closely allied to providing these services. Non-operating revenues are not derived from the normal business of supplying water and wastewater service. Non-operating revenues may include fees from rendering management and engineering services to other organizations, connection fees, interest earned and similar services.

ACWWA's primary revenue and sources of cash are summarized below.

**Base rate charges:**

Calculated to recover costs related to direct and indirect customer service efforts and meter maintenance associated with supplying water to and collecting wastewater from the customers' property and is based on the water meter size.

**Commodity charges:**

Commodity charges are calculated to recover the remaining direct and indirect costs of water supply and treatment, water distribution, wastewater collection and treatment, and general administration. This charge is applicable to all water accounts based on meter readings in thousand gallon increments of water consumed.

**Connection Fees:**

Connection fees represent those amounts paid by property owners within ACWWA's service area for the right to connect to ACWWA's water and wastewater system and represent the customer's investment in the capital value of the system. ACWWA uses single-family equivalents ("tap equivalents") to measure its connection fees.

Connection fees should insure that future users fully fund the facilities that were built for their benefit by prior customers and cover future costs including but not limited to planning, design, construction, and financing. When accumulating such costs, consideration should be given to general and administrative



costs, inspection costs, emergency oversizing, excess or idle capacity, and any other costs related to the borrowing of funds to build facilities including the time value of money.

### **Uniform User Fees**

The base user fee for water and wastewater are uniform throughout ACWWA's service area. This policy reduces any possible misunderstanding that might occur among customers if rates varied between geographical areas. It also provides for an administratively straightforward billing process.

ACWWA serves customers outside the defined service area through contracts or IGA's. When this happens user fees are negotiated on a case by case basis to insure that ACWWA's current customers do not pay for these new customers.

Customers defined as "extra-territorial" pay fees and charges equal to 150% of the fees in effect for customers in ACWWA's defined service area.

The base user fee for water and wastewater are uniform throughout ACWWA's service area. This policy reduces any possible misunderstanding that might occur among customers if rates varied between geographical areas. It also provides for an administratively straightforward billing process.

### **Investment Income**

Interest is calculated based on projected cash, investment of funds and economic market conditions.

A key assumption in developing the budget relates to growth. Revenue projections are calculated using this assumption, combined with the known historical number of accounts and applying the various rates to these known and assumed demand levels. Historically, ACWWA has enjoyed a steady and predictable rate of growth of about 200 new connections per year. The state of the economy is also factored into short and long term growth assumptions, resulting in a revised growth projection of 75 new connections for the year 2014.

### **Pass-Through Expenses**

Certain amounts paid to ACWWA are treated as "pass-through" expenses for purposes of this budget. As these amounts are paid they are passed through to the respective project participants. They are not considered revenues.

***Review and Inspection Fees*** - The purpose of this charge is to recover the operating cost for providing review of construction plans for the extension of water and wastewater facilities. This charge also recovers the operating cost for providing field observation on the installation of these facilities. The plan review and construction observation fees are applicable to all extension of the public water and wastewater system regardless of the party which may be undertaking the improvements. The fees are applied separately to water main or wastewater main extensions.

### **Projecting Operating Revenues**

The revenue requirements are projected based on expected cash needs and include operation and maintenance expenses, debt service, and capital outlays for normal system replacements, extensions, and improvements. Revenues will be projected by major components and forecasted for one budget year.

Operating revenues are forecasted by customer class as single-family houses, multifamily houses, and commercial customers. The extent to which revenue forecast is made by separate customer classes depends on the differing consumption characteristics of each class.

The estimated operating revenue is a two-step process. The first step is an estimate of the quantity of service required by each customer class and the projected number of accounts in each customer class. The second step is applying the estimated quantity components to determine the estimated revenue obtainable from each customer class.

### **Legal or Mandated Requirements**

Some expenditure and revenue sources are defined by specific legal requirements or restrictions. For example ACWWA's Bond Documents require ACWWA to collect user fees sufficient to cover operating expenditures.

### **Balanced Budget**

Colorado statutes and ACWWA's financial policies require an annual budget that is balanced. A balanced budget is one in which the budget has sufficient projected revenues to equal anticipated expenditures. Throughout the budget development process, projected revenue estimates are updated and compared against proposed expenditures.

ACWWA developed a series of revenue and expenditure assumptions, based on current and projected economic indicators, and historical trends. Expenditure and Revenue collection history for the last five years and information supplied by various departments were used to determine revenue sources and uses.

The revenue and expenditure assumptions in the financial forecast provide a framework for development of ACWWA's budget. FY 2014 programmatic budget targets were established based on projected funding source availability.

## **ACWWA's Funds**

*ACWWA describes a fund as a self-balancing accounting entity segregated to carry on specific activities or attain certain objectives in accordance with special regulations, restriction or limitation such as water or wastewater.*

### **Fund Balance**

*ACWWA describes a fund balance as resources remaining from prior years, which are available to be budgeted in the current year.*

### **Restricted Cash Funds**

Restricted cash funds are those that are legally set aside for a particular purpose and cannot be used for any other purpose. These are funds whose use is not at the discretion of the Board. The only restricted cash funds that ACWWA maintains a debt reserve account which is a requirement of bond covenants.

### **Designated Cash Funds**

Designated cash funds are general use funds that have been set apart by Board action for a specific purpose. These funds can only be used for those purposes. However, these funds are at the discretion of

the Board and can be used for any other purpose by an action of the Board. ACWWA maintains designated funds to provide for the repair and replacement of facilities.

### **General Use Cash Fund**

General use cash funds are funds that are not restricted or designated. ACWWA maintains a general cash fund to provide cash for:

- Operational Needs
- Any ACWWA Purpose

The General Fund is used to smooth out potential rate spikes as well as provide for the general operating needs of ACWWA. This fund has a long term focus which is supported by the annual update of the five-year financial plan. In addition, this fund has a short term annual focus as it serves to hold the working capital and emergency operating reserves.

The General Fund is ACWWA's primary operating fund. It accounts for all financial resources except those that are required to be accounted for in another fund. This fund accounts for Authority-wide expenditures and is supported primarily by rates and fees.

### **Authority Funds Subject to Appropriation**

ACWWA operates as an Enterprise Fund. Enterprise Funds are used to account for operations that are financed and operated in a manner similar to private business enterprises, in that the costs of providing goods or services to the general public are financed through user charges.

## **Future Debt**

There are no plans to issue additional bonds in FY 2014, substantial capital requirements are anticipated for the completion of a renewable water supply and ACWWA anticipates that additional debt will be needed in the future.

## **Capital Expenditures**

ACWWA defines a capital expenditure as the acquisition of or addition to fixed assets, generally consisting of machinery and equipment, furniture and fixtures costing more than \$5,000 and lasting more than one year or expenditures that result in the construction of or major improvements to ACWWA's building and infrastructure, generally consisting of projects costing more than \$5,000 and lasting more than three years.

## **Water Supply**

Set forth in the following table is a summary of ACWWA's current water rights portfolio and planned future supply. At full build-out of the service area, ACWWA estimates that demand will be approximately 10,500 acre-feet per year. ACWWA is currently pursuing the acquisition of additional water rights as part of its long-term capital improvements plan. Stated in terms of tap equivalents, ACWWA has the capacity to supply approximately 9,000 tap equivalents with its current water supplies. Currently, ACWWA is serving about 7,000 tap equivalents.

In November 2005, ACWWA acquired certain water rights on the Cherry Creek (the "Western Water Rights"). The Western Water Rights are projected to have an average annual yield of approximately 800 acre-feet and are derived from both groundwater and surface water sources. ACWWA presently has a project called the "ACWWA FLOW" that includes the purchase and adjudication of 4,400 acre-feet of consumptive use surface water rights from the South Platte Basin. A delivery system is also required to enable this water to be delivered to ACWWA. Accordingly, ACWWA considers these water rights as part of its long-term supply, but not part of its currently accessible water rights portfolio.

**Figure 5: Water Supply Summary (Dry Year Estimate)**

Type of Water	Current Supply in acre-feet	Planned Future Supply in acre- feet	Total
Surface water	410	800	1,210
Surface water through reuse	1,600	1,440	3,040
Nontributary Groundwater	1,930	1,000	2,930
Reuse Water	270	0	270
Proposed New Water Rights	1,000	1,930	2,930
Proposed New Water Rights through reuse	800	1,544	2,344
Total	6,010	6,714	12,724

The diversification of water supply sources reduces the potential regional impacts from unknown and undefined future risks to any single source as well as operational risks and reliance on ground water thus enhancing reliability. A sustained commitment to this diversification priority will result in a supply portfolio delineated on the graphic above.

### **Water Rights Priorities**

Securing a renewable water supply will be the biggest capital expenditure that ACWWA will have over the next 20 years. The ACWWA Flow Project is a very large component of this expenditure with a majority of its expenditures occurring by 2018 and will require additional projects in the future to further enhance the yield of the ACWWA Flow Project as well as securing other renewable water supply sources.

### **Key Water Supply Programs**

Key Water Supply Programs that ACWWA's is involved with include the ACWWA Flow Project, Cherry Creek Project Water Authority, Upper Cherry Creek Water Users Association, ACWWA's Non-potable Irrigation Program, water conservation, and the protection and operation of ACWWA's existing surface and groundwater supplies.

## **Debt Financing**

ACWWA will use debt financing when it is judged to be appropriate based on the long-term capital needs of ACWWA and ACWWA's ability to repay the indebtedness has been evaluated in light of all sources and uses of cash.

ACWWA will only incur long-term debt for the financing of capital improvements that are not expected to recur and are long-lived. Conversely, if the capital requirements are recurring, of relative small scale or are for short-lived improvements, the costs of these improvements should be paid from current revenues.

## **Non-Routine Capital Expenditures**

There were no non-routine capital expenditures in 2013. In 2014, ACWWA does not anticipate any non-routine capital expenditures relating to the water rights, storage, and infrastructure.

## **Acronyms and Abbreviations**

ACWWA	Arapahoe County Water and Wastewater Authority
CIP	Capital Improvement Plan
FTE	Full Time Equivalent
FY	Fiscal Year
IWSD	Inverness Water and Sanitation District
O&M	Operations and Maintenance
PID	Public Improvement District
TBD	To Be Determined
TE's	Tap Equivalents

## **General Information**

Form of Government	Authority
Government Code Section	Colorado Revised Statutes Section 29-1-204.2
Date of Organization	November 1989
Fiscal Year End	December 31
Number of FTE's	40
Number of Accounts	3,150
Average Daily Customer Population	32,000

## **Operational Information**

Lone Tree Creek Water Reuse Facility	
Average Daily Wastewater Flow	2.6 million gallons
Peak Day Wastewater Flow	3.5 million gallons
Total Capacity	3.6 million gallons
Sewer Collection Pipeline (in miles)	102.44
Water Pipeline (in miles)	227.29
Number of Water Storage Tanks	3
Number of Fire Hydrants	1467
Number of Valves	5978
Number of Meters	4271

Number of Operational wells	28
Number of Booster Stations	3
Number of Lift Stations	3
Number of Manholes	3115
Number of Interceptors	7
Number of Water Tap Equivalents	7000
Number of Wastewater Tap Equivalents	5980

## **Glossary**

- Accrual Basis – The basis of accounting under which revenues are recorded when earned and measurable expenditures are recorded as soon as they result in liabilities for benefits receive.
- ACWWA – Arapahoe County Water and Wastewater Authority
- ACWWA Flow Project – A renewable water source project.
- Adopted Budget – ACWWA’s adopted budget is the fiscal years financial plan that details the Governing Board approved revenues and expenditures.
- Alternate Water Supply – The Alternative Water Supply is a search for new methods to meet current and project demands for water. These may include aquifer storage and recovery, wastewater reuse projects and the acquisition of water through the purchase of water rights.
- Amendment – An amendment is a change to an adopted budget. It can increase or decrease a fund total.
- Appropriation – An authorization granted by the Governing Board to make expenditures and to incur obligations for specific purposes.
- Aquifer – An aquifer is an underground bed or layer of earth, gravel or porous stone that yields water.
- Aquifer Storage and Recovery – This is the practice of injecting water into an aquifer through wells and then pumping it out as needed.
- Assets – Property owned by ACWWA, which has monetary value.
- Audit – The examination of documents, records, report, systems of internal control, accounting and financial procedures, and other evidence for the purpose of ascertaining fair presentation of financial statements, determining propriety, legality and accuracy of transactions.
- Bond – A written promise, generally under seal, to pay a specified sum of money, called the face value or principal amount, at a fixed time in the future, called the date of maturity, and carrying interest, usually payable periodically.
- Budget – A budget is a resource allocation plan for the accomplishment of programs related to established objectives and goals within a definite period.



- Budget Message – The opening section of the budget, which provides the reader with a general summary, and description of the most important aspects of the budget, changes from the current and previous years, and the views and recommendations of management.
- Capital Improvement Plan (CIP) – A plan for capital expenditures to be incurred each year over a fixed period of years to meet the capital needs of ACWWA.
- Capital Outlay – Expenditures which result in the acquisition of or addition to fixed assets. Generally consists of machinery and equipment, furniture and fixtures costing more than \$1,000 and lasting more than one year.
- Capital Project – Expenditures which result in the construction of or major improvements to ACWWA’s buildings and infrastructure. Generally consists of projects costing more than \$5,000 and lasting more than three years.
- Cash Basis – The basis of accounting under which revenues are recorded when received in cash and expenditures are recorded when paid.
- CIP – Capital Improvement Plan
- CWSD – Cottonwood Water and Sanitation District
- Debt – An obligation resulting from the borrowing of money or from the purchase of goods and services.
- Debt Service – Cash outlays in the form of debt principal payments, periodic interest payments and related services charges for debt incurred in prior periods.
- Deficit – This is primarily the excess of expenditures over revenues during a fiscal year.
- Department – An organizational unit such as Water or Wastewater.
- Depreciation – The expiration in the service life of an asset generally attributable to wear and tear through use, lapse of time or obsolescence. Depreciation is generally not budgeted; however, it is accounted for on the financial statements.
- Disbursement – A disbursement is cash payment for goods or services procured by ACWWA.
- Enterprise – An entity that qualifies under the Taxpayer’s Bill of Rights (TABOR) as being a government-owned business authorized to issue its own revenue bonds and receiving under 10 percent of its annual revenue in grants from all Colorado state and local governments combined.
- Enterprise Fund – A fund established to finance and account for the acquisition, operation, and maintenance of governmental facilities and services, which are entirely or predominantly self-supporting, by user charges.
- Expenditure – Under the accrual basis or modified accrual basis, this term designates the cost of goods delivered or services rendered, whether paid or unpaid. This expression is generally used for governmental type funds.
- Expenses – Charges incurred, whether paid or unpaid for operation, maintenance, and interest, and other charges, which are presumed to benefit the current fiscal period. This expression is generally used for proprietary type funds such as enterprises, trust and agencies.

- Fiscal period – Usually consists of twelve months. At the end of the fiscal period a governmental unit determines its financial position and the results of its operations. ACWWA’s fiscal period is January 1 to December 31.
- FTE – An FTE is a “Full-Time Equivalent” which is equivalent to one full time employee who works 40 hours per week for 52 weeks, for a total of 2,080 work hours.
- Fund – A self-balancing accounting entity segregated to carry on specific activities or attain certain objectives in accordance with special regulations, restriction or limitation such as Water and Wastewater.
- Fund Balance – Resources remaining from prior years, which are available to be budgeted in the current year.
- FY – Fiscal Year
- Generally Accepted Accounting Principles – Generally Accepted Accounting Principles are uniform minimum standards and guidelines for financial accounting and reporting. Currently, the Financial Accounting Standards Board (FASB), the Governmental Accounting Standards Board (GASB) and the Federal Accounting Standards Advisory are authorized to establish these principles.
- Gross Revenue – All income and revenues directly or indirectly derived from the operation and use of the System, or any part thereof.
- IWSD – Inverness Water and Sanitation District
- Internal Controls – A plan of organization under which employee’s duties are so arranged and records and procedures so designed as to make it possible to protect and exercise effective accounting control over assets, liabilities, revenues and expenditures.
- Long Term Debt –debt that is legally payable from revenues and backed by the credit of ACWWA.
- Mgd – million gallons per day
- Operating Budget – A budget, that applies to all other outlays other than capital projects.
- Operation and Maintenance Expenses – All reasonable and necessary current expenses paid or accrued for operating, maintaining, and repairing the System.
- O&M – Operations and Maintenance
- Performance Measures – A performance measure is a specific quantitative measure of work performed, outputs and inputs.
- PID – Public Improvement District. Specifically, the Arapahoe county Water and Wastewater Public Improvement District.
- Program – A group of related activities performed by one or more organizational units for the purpose of accomplishing a function for which the government is responsible.
- Pump Stations – A pump station is a manmade structure that uses a pump to transfer water from one location to another.
- Refunding Bonds – Bonds issued solely to retire bonds already outstanding.

- Reserve – An account which records a portion of the fund balance which must be segregated for some specific use and which is, therefore, not available for other expenditures.
- Resolution – A special or temporary order or decision of the Board of Directors acting as a legislative body. A resolution and a motion have the same force and effect.
- Retained Earnings – The cumulative earnings of an operation that generally have been invested in property, plant and equipment or current assets.
- Revenue – for those revenues, which are recorded on the accrual basis, this term, designates additions to assets, which do not increase any liability, do not represent the recovery of expenditure, and do not represent the cancellation of certain liabilities.
- Revenue Bonds – Bonds whose principal and interest are payable exclusively from earnings of a public enterprise.
- SDWA – Safe Drinking Water Act
- Surplus – The excess of the assets of a fund over its liabilities or its resources over its disbursements.
- System – All water and wastewater facilities and properties, now owned or hereafter acquired, whether situated within or without ACWWA's boundaries.
- TBD – To be determined
- Taxpayer's Bill of Rights (T.A.B.O.R.) – An amendment to the constitution of Colorado enacted in 1992 that limits the powers of governments in Colorado to levy taxes and incur debt. It also sets forth revenue limits for non-enterprise systems. TABOR is found at Article X, Section 20 of the Colorado Constitution.

## **Financial Summaries**

- Detailed Operating Budget
- Detailed Non-operating Budget
- Department Budget
- Capital Equipment
- Projects

ARAPAHOE COUNTY WATER AND WASTEWATER AUTHORITY  
2014 BUDGET  
BUDGETARY BASIS

	2013 vs. 2014				
	2013		2014		
	2012 ACTUAL (Budgetary)	2013 ADOPTED BUDGET	2013 THROUGH OCTOBER	2014 PROPOSED	\$ Change In Budget Incr (Decr)
OPERATING REVENUE					
WATER REVENUE	\$ 5,569,048	\$ 5,352,064	\$ 4,400,889	\$ 5,512,626	\$ 160,562
FIRE LINES	939,529	950,000	787,384	1,007,000	57,000
SEWER REVENUE	4,861,454	4,942,774	4,213,334	5,091,057	148,283
CROSS CONNECTION REVENUE	71,680	54,422	37,886	54,422	0
WATER INVESTMENT FEE	2,124,320	2,219,971	1,766,782	2,219,971	0
IRRIGATION REVENUE	2,856,908	2,583,918	1,806,338	2,661,436	77,518
OTHER USER FEES	258,109	250,898	233,500	229,238	-21,660
WATER PLANT REVENUE	71,173	325,219	195,065	279,415	-45,804
TOTAL OPERATING REVENUE	\$ 16,752,221	\$ 16,679,266	\$ 13,441,178	\$ 17,055,165	\$ 375,899

OPERATING EXPENSES

SALARIES & BENEFITS	\$ 3,280,553	\$ 3,497,655	\$ 2,682,615	\$ 3,598,990	\$ 101,335	2.9%
ACCOUNTING AND AUDITING	36,875	52,000	23,500	52,000	0	0.0%
LEGAL EXPENSE	295,872	170,000	145,388	171,500	1,500	0.9%
PROFESSIONAL SERVICES	251,076	322,500	69,841	213,898	-108,602	2.0%
INSURANCE EXPENSE	172,829	210,000	181,753	210,300	300	0.1%
VEHICLE EXPENSE	55,703	87,100	49,563	87,100	0	0.0%
REPAIR AND MAINTENANCE	372,884	639,250	359,614	654,100	14,850	2.3%
BIO-SOLIDS	105,597	163,000	93,983	163,000	-	0.0%
COMPUTER SUPPORT	19,637	46,434	38,072	46,500	66	0.1%
PERMITS & FEES	49,100	73,600	53,309	73,600	0	0.0%
UTILITIES	1,286,006	1,410,000	1,044,862	1,425,000	15,000	1.1%
OFFICE EXPENSE	58,498	64,000	42,114	64,000	0	0.0%
STORMWATER EXPENSE	9,855	16,500	9,450	16,500	-	0.0%
OFFICE EQUIPMENT	369	7,000	2,521	7,000	0	0.0%
EQUIPMENT RENTAL	23,105	37,900	13,343	37,083	-817	-2.2%
POSTAGE/COURIER	27,692	23,600	24,363	23,600	-	0.0%
ASSOCIATION DUES	10,981	1,800	3,843	1,800	0	0.0%
OUTSIDE SERVICES	6,409	18,900	10,817	18,900	-	0.0%
DUES & SUBSCRIPTIONS	45	400	90	400	-	0.0%
TRAINING, CERTIFICATION, AND EDUCATION	3,200	16,400	7,353	16,400	0	0.0%
SAFETY PROGRAM EXPENSE	5,108	10,100	11,776	31,000	20,900	206.9%
DITCH ASSESSMENTS	105,961	110,000	144,099	150,000	40,000	36.4%
PUBLIC RELATIONS AND ADVERTISING	0	5,000	0	10,000	5,000	100.0%
COMMUNICATIONS	45,312	52,000	39,230	52,000	-	0.0%
TRAVEL EXPENSE	787	2,000	2,098	2,050	50	2.5%
UNIFORM AND CLOTHING ALLOWANCE	11,889	8,900	9,375	9,100	200	2.2%
SEMINARS AND MEETINGS	0	6,100	1,960	6,100	0	0.0%
CHEMICALS	433,752	638,000	258,823	486,800	(151,200)	-23.7%
BAD DEBT EXPENSE	0	500	0	500	-	0.0%
WATER CONSERVATION EXPENSE	2,634	5,000	2,282	5,000	0	0.0%
LANDSCAPING	7,463	15,500	4,203	15,500	0	0.0%
PROFESSIONAL MEMBERSHIP DUES	0	1,955	0	1,950	-5	-0.3%
DIRECTORS EXPENSE	14,400	14,400	13,600	14,400	0	0.0%
WATER SERVICE/REJECT WATER	0	346,200	104,594	140,000	(206,200)	-59.6%
WATER RIGHTS MANAGEMENT	0	15,000	0	25,000	10,000	66.7%
LAB EXPENSES	95,486	176,917	69,257	139,586	-37,331	-21.1%
ACWWAFLOW WATER TREATMENT/DELIVERY	175,254	800,000	454,759	850,000	50,000	6.3%
	\$ 6,964,332	\$ 9,065,611	\$ 5,972,450	\$ 8,820,657	\$ (244,954)	
OPERATING INCOME/(LOSS)	\$ 9,787,889	\$ 7,613,655	\$ 7,468,728	\$ 8,234,508	\$ 620,853	

ARAPAHOE COUNTY WATER AND WASTEWATER AUTHORITY  
2014 BUDGET  
BUDGETARY BASIS

2013 vs. 2014						
		\$ Change In		% Change In		
		Budget		Budget		
		Incr (Decr)		Incr (Decr)		
2012	2013	2013	2014			
ACTUAL	ADOPTED	THROUGH	PROPOSED			
(Budgetary)	BUDGET	OCTOBER				
NON-OPERATING REVENUE						
INTEREST						
JWPP NON OPERATING REVENUE	\$ 53,379	\$ 30,800	\$ 12,701	\$ 18,000	\$ (12,800)	-41.6%
PID EQUIVALENCY	0	183,607	0	11,904	-171,703	-93.5%
BOND ISSUANCE REVENUE	0	0	250,922	283,162	283,162	100.0%
BABS REFUND	5,525,000	0	0	0	0	100.0%
TAP FEE REVENUE	2,014,866	2,014,866	919,786	1,839,572	-175,294	-8.7%
MISCELLANEOUS NON-OPERATING REVENUE	993,541	903,990	2,216,706	2,327,400	1,423,410	157.5%
	383,758	211,187	247,448	165,394	(45,793)	-21.7%
TOTAL NON-OPERATING REVENUE	\$ 8,970,544	\$ 3,344,450	\$ 3,647,563	\$ 4,645,432	\$ 1,300,982	

NON-OPERATING EXPENDITURES						
DEBT SERVICE EXPENSE	\$ 14,019,749	\$ 8,688,335	\$ 3,790,893	\$ 8,688,374	\$ 39	0.0%
ASSOCIATION DUES	0	55,000	35,095	53,000	-2,000	-3.6%
ACQUISITION OF WATER RIGHTS	15,181	0	29,064	7,000	7,000	0.0%
PERMITS AND FEES	0	250,000	0	26,667	-223,333	-89.3%
FUNDING FOR DEPRECIATION	0	500,000	0	500,000	0	0.0%
MISCELLANEOUS ENGINEERING SERVICES	12,226	0	137,106	108,600	108,600	100.0%
MISCELLANEOUS EXPENSES	0	0	68,175	0	0	100.0%
CONTINGENCY	0	0		835,800	835,800	100.0%
PROJECTS	2,733,115	3,677,400	3,623,750	2,415,000	-1,262,400	-34.3%
CAPITAL OUTLAY	15,000	117,370	15,000	323,500	206,130	175.6%
WATER RIGHTS LITIGATION EXPENSE	0	0		195,000	195,000	100.0%
TOTAL NON-OPERATING EXPENDITURES	\$ 16,795,271	\$ 13,288,105	\$ 7,699,083	\$ 13,152,941	\$ (330,164)	
NET NON-OPERATING REVENUE/(EXPEND)						
NET INCOME/(LOSS)	\$ (7,824,727)	\$ (9,943,655)	\$ (4,051,520)	\$ (8,507,509)	\$ 1,631,147	
Use of LTCRF Reserve Funds	\$ 1,963,162	\$ (2,330,000)	\$ 3,417,208	\$ (273,000)	\$ 2,252,000	
Use of ACWWA/FLOW Bond Funds				\$213,000		
				0		

2014 DEPARTMENT BUDGET  
BUDGETARY BASIS

OPERATING REVENUE	
WATER REVENUE	
FIRE LINES	
SEWER TREATMENT REVENUE	
SEWER COLLECTION REVENUE	
CROSS CONNECTION REVENUE	
WATER INVESTMENT FEE	
IRRIGATION REVENUE	
OTHER USER FEES	
JWPP PLANT REVENUE	
TOTAL OPERATING REVENUE	
OPERATING EXPENSES	

	Dept 01	Dept 02	Dept 03	Dept 04	Dept 07	Dept 08
PROPOSED	ADMINISTRATION	HO PLANT	BILLING	Distribution	Collection	LTCRF
BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
5,512,626				5,512,626		
1,007,000				1,007,000		
5,091,057						5,091,057
54,422				54,422		
2,219,971				2,219,971		
2,661,436				2,661,436		
229,238	229,238					
279,415		279,415				
17,055,165	229,238	279,415	-	11,455,455	-	5,091,057

SALARIES & BENEFITS	3,598,990	1,899,855	425,799	81,977	449,610	278,955	462,794
ACCOUNTING AND AUDITING	52,000	28,500	8,000	5,000	2,750	2,750	5,000
LEGAL EXPENSE	171,500	122,500	7,500	24,000	5,000	7,500	5,000
PROFESSIONAL SERVICES	213,898	13,500	12,500		177,898	5,000	5,000
INSURANCE EXPENSE	210,300	45,904	41,672	3,300	35,912	29,412	54,100
VEHICLE EXPENSE	87,100	19,100	5,000		28,500	28,500	6,000
REPAIR AND MAINTENANCE	654,100	20,000	50,000	4,100	265,000	215,000	100,000
BIO-SOLIDS	163,000						163,000
COMPUTER SUPPORT	46,500	41,165	1,585	1,600	350	250	1,550
PERMITS & FEES	73,600		12,200		10,100	1,200	50,100
UTILITIES	1,425,000	30,400	256,600		701,000	47,000	390,000
OFFICE EXPENSE	64,000	34,725	4,600	12,500	3,800	3,800	4,575
STORMWATER EXPENSE	16,500		500			5,450	10,550
OFFICE EQUIPMENT	7,000	2,800	600	750	550	550	1,750
EQUIPMENT RENTAL	37,083	15,897	7,193		7,000	2,550	4,443
POSTAGE/COURIER	23,600	3,540	2,520	16,250	220	220	850
ASSOCIATION DUES	1,800	150	600		350	350	350
OUTSIDE SERVICES	18,900			18,900			
DUES & SUBSCRIPTIONS	400	100			50	50	200
TRAINING , CERTIFICATION, AND EDUCATION	16,400	1,000	2,650	155	6,700	4,500	1,395
SAFETY PROGRAM EXPENSE	31,000	15,798	1,800		3,778	3,778	5,846
DITCH ASSESSMENTS	150,000				150,000		
PUBLIC RELATIONS AND ADVERTISING	10,000		11,200	5,000	10,000	5,500	4,000
COMMUNICATIONS	52,000	20,800	1,200		5,500	250	350
TRAVEL EXPENSE	2,050		1,500		250	1,650	4,400
UNIFORM AND CLOTHING ALLOWANCE	9,100		1,000	500	1,200	1,200	1,200
SEMINRS & MEETINGS	6,100	1,000	1,000		94,800	5,000	338,000
CHEMICALS	486,800		49,000				
BAD DEBT EXPENSE	500			500			
WATER CONSERVATION EXPENSE	5,000				5,000		
LANDSCAPING	15,500	2,000	4,000		7,000	1,000	1,500
PROFESSIONAL MEMBERSHIP DUES	1,950	250	450		425	425	400
DIRECTORS EXPENSE	14,400	2,400	2,400	2,400	2,400	2,400	2,400
WATER SERVICE	140,000	7,750	54,000	250	5,000	5,000	68,000
WATER RIGHTS MANAGEMENT	25,000				25,000		
LAB EXPENSES	139,586		11,933		45,000	2,000	80,653
ACWWAFLOW WATER TREATMENT & DELIVERY	850,000				850,000		
TOTAL OPERATING EXPENSE	8,820,657	2,329,134	978,002	177,182	2,901,693	661,240	1,773,406
OPERATING INCOME/(LOSS)	8,234,508	(2,099,896)	(698,587)	(177,182)	8,553,762	(661,240)	3,317,651

	PROPOSED BUDGET	Dept 01 ADMINISTRATION BUDGET	Dept 02 RO PLANT BUDGET	Dept 03 BILLING BUDGET	Dept 04 Distribution BUDGET	Dept 07 Collection BUDGET	Dept 08 LTCRF BUDGET
<b>NON-OPERATING REVENUE</b>							
INTEREST	18,000	18,000					
JWPP NON-OPERATING REVENUE	11,904		11,904				
PID EQUIVALENCY FEE	283,162						\$ 283,162
BOND ISSUANCE COSTS	-	-					
BABS REFUND	1,839,572				1,839,572		
TAP FEE REVENUE	2,327,400				1,854,000		473,400
MISC REVENUE (Chapparral/Water Leases)	165,394				156,265	9,129	
WATER RESOURCES FEE	-				0		
	<b>\$ 4,645,432</b>	<b>\$ 18,000</b>	<b>\$ 11,904</b>	<b>\$ -</b>	<b>\$ 3,849,837</b>	<b>\$ 9,129</b>	<b>\$ 756,562</b>
<b>NON-OPERATING EXPENDITURES</b>							
DEBT SERVICE EXPENSE	8,688,374				7,282,730		1,405,644
ASSOCIATION DUES	53,000				53,000		
ACQUISITION OF WATER RIGHTS	7,000				7,000		
PERMITS AND FEES	26,667		26,667				
FUNDING FOR DEPRECIATION	500,000	500,000					
MISCELLANEOUS ENGINEERING SERVICES	108,600				108,600		
MISCELLANEOUS EXPENSES							
CONTINGENCY	835,800	835,800					
PROJECTS	2,415,000	-	-		2,415,000	-	-
CAPITAL OUTLAY	323,500	-	15,000		95,500	-	213,000
WATER RIGHTS LITIGATION EXPENSE	195,000				195,000		
TOTAL NON-OPERATING EXPENDITURES	<b>\$ 13,152,941</b>	<b>\$ 1,335,800</b>	<b>\$ 41,667</b>	<b>\$ -</b>	<b>\$ 9,961,830</b>	<b>\$ -</b>	<b>\$ 1,618,644</b>
NET NON-OPERATING REVENUE/(EXPEND)	<b>\$ (8,507,509)</b>	<b>\$ (1,317,800)</b>	<b>\$ (29,763)</b>	<b>\$ -</b>	<b>\$ (6,111,993)</b>	<b>\$ 9,129</b>	<b>\$ (862,082)</b>
NET INCOME/LOSS	<b>\$ (273,000)</b>	<b>\$ (3,417,696)</b>	<b>\$ (728,349)</b>	<b>\$ (177,182)</b>	<b>\$ 2,441,769</b>	<b>\$ (652,111)</b>	<b>\$ 2,455,569</b>



ARAPAHOE COUNTY WATER AND WASTEWATER AUTHORITY  
2014 BUDGET  
BUDGETARY BASIS  
CAPITAL EQUIPMENT LIST

Description	Proposed	Dept 01	Dept 02	Dept 03	Dept 04	Dept 07	Dept 08
	Budget	ADMIN BUDGET	RO PLANT BUDGET	BILLING BUDGET	COLL/DIST BUDGET	ENG BUDGET	LTCRF BUDGET
Flgylt Mixer Neutralization Vault	15,000		15,000				
Spare Pump for Elkhorn Ranch	48,000				48,000		
Pump and Motor for Airport Well	47,500				47,500		
Jockey Pump TE System	100,000						100,000
Replacement Grit Pump	25,000						25,000
AWT Mixer	20,000						20,000
Air Compressor AWT	35,000						35,000
Blower	33,000						33,000
OPERATING INCOME/(LOSS)	\$ 323,500	\$ -	\$ 15,000	\$ -	\$ 95,500	\$ -	\$ 213,000

## **Projects**

# 2014 ACWWA Projects

	2014 CIP Projects	Budgeted Amount	Description
	Water Rights Protection/CCAMP	\$100,000	Cherry Creek Water Rights Protection & Development of existing water cases and file additional water cases -- CCAMP Modeling included
	Water Rights Adjudication	\$825,000	Funding related to legal and engineering costs for water rights acquisition
	Water Supply Acquisition Planning	\$225,000	Baseline cost for CCPWA & SMWSA - annual expense
	ACWWA Flow - System development modeling	\$70,000	Develop model and administrative procedure for the ACWWA Flow Project - ACWWA's portion of the overall modeling effort
	Water Conservation Plan Update	\$5,000	Non-mandated water conservation plan update -- last drafted 2006

# 2014 ACWWA Projects

	2014 CIP Projects	Budgeted Amount	Description
	Chambers Res PS Management Program	\$100,000	Develop overall program for management of the Chambers PS project, including system operation (filling/irrigation), distribution system improvements and operational constraints
	ACWWA Systems Planning	\$25,000	Update the planning efforts for all of ACWWA systems – including modifications to the water supply, water treatment and distribution systems, and collection and treatment systems
	Elkhorn - Well Location Study	\$30,000	Study to determine new location for replacement of existing well for the Elkhorn water system
	Valve Repair/Replacement – Assessment Program	\$25,000	Capital project to identify for repair or replacement critical areas within the ACWWA water distribution system, including area definition, costs and ranking of importance
	Wastewater Collection Manhole Inventory/Assessment Program	\$10,000	Inventory and assess the conditions of existing wastewater collection system manholes
	ACWWA Flow – Permanent Pipeline connection to the ECCV facilities at Smoky Hill Road and E470	\$700,000	Completion of project is required by July 2016 (IGA).  This funding request is for the initial phase of the project development to coordinate with the City of Centennial Arapahoe Road widening project.
	Unallocated Project Budget	\$300,000	Funding allocation for projects that may be required during the 2014 calendar year

## 2014 Projects Total

Description	Projects Amount
2014 ACWWA Projects	\$ 2,415,000

# 2014 Projects

# ACWWA FLOW PERMANENT CONNECTION

[illegible]

This connection to the ECCV Smoky Hill transmission main to provide for the delivery of up to 5.25 MGD of treated potable water. This 24 inch pipe (9400 LF) will connect to the existing ACWWA distribution system at 36" transmission main in Arapahoe Road.

**2014 BUDGET: \$ 700,000**

**2015 BUDGET: \$2,850,000**

**2015 BUDGET: \$ 150,000**

- The project is to be complete and ready to accept water flow by July 2016 per the existing IGA.
- The project timing will coordinate with the City of Centennial Arapahoe Road widening project scheduled to begin in 2014.

# ACWWA – 2014 PLANNING PROCESS - PROJECT IDENTIFICATION

PROJECT NAME: ACWWA FLOW PHASE 2 – SMOKY HILL CONNECTING PIPELINE

[Note: attach any back up pages as needed]

Type of Project: ☒ Date/contract/agreement driven      Rank of Project: ☒ A Project  
☐ System reliability issue      ☐ B Project  
☐ Growth Driven      ☐ C Project

Project Purpose      *Define problem to be solved by the project.*

To supply ACWWA FLOW water through a new 24" +/- pipeline connecting to ECCV transmission pipeline at Smoky Hill storage facility and tying in to the existing 36" ACWWA transmission main in Arapahoe Road near Chapparral. The pipeline is to be designed to accommodate a minimum of 5.25 MGD flow. Initial flow rate will be 2.25 MGD.

Project Goals      *Define primary project goals and requirements*

Deliver the ACWWA FLOW water to be used in the ACWWA distribution and storage facilities.

Project Summary & Preliminary Project Scope

Route new pipeline from the prescribed ECCV connection point on Smoky Hill Road to the ACWWA connection point at Arapahoe Road at Chapparral – the existing 36 inch pipeline. Prospective routing for the pipeline, and confirmation of sizing of the pipeline will be included in the initial design phase of the project. Any routing located within the Arapahoe Road corridor needs to be coordinated with the City of Centennial as they are undergoing a design for the realignment and reconstruction of Arapahoe Road with the construction starting in 2014.

Project Schedule

The project schedule is defined by the existing IGA between ACWWA and ECCV.

- 2014 – 1<sup>st</sup> Qtr – complete the 10% Project plan development including potential routings, and specifically the routing of the pipeline within the Arapahoe Road Corridor and to coordinate with the City of Centennial. The roadwork project will start in 2014, and any underground work will have to complete prior to the roadway work completing.
- 2014 – 2<sup>nd</sup> Qtr - Begin preliminary design of selected routing, identify the project delivery method.
- 2014 – 3<sup>rd</sup>/4<sup>th</sup> Qtr – complete plans and coordinate the beginning of construction activities with the City's road rebuilding project.
- 2015 – The pipeline construction will take place in the 2015 time frame.
- 2016 – Pipeline must be completed by July 2016 per the IGA, and water delivery is scheduled to start in July 2016

# ACWWA – 2014 PLANNING PROCESS - PROJECT IDENTIFICATION

## Project Cost

Estimated costs in accordance with schedule above

- 2014
  - Cost for design services -\$300,000
  - Estimated cost for pipeline construction at roadway work - \$400,000
  - TOTAL 2014 COSTS POSSIBLE - \$700,000
- 2015 – Cost for completion of construction - \$2,800,000
- 2016 – Cost for final tie-ins and facility testing and coordination - \$150,000

## Consequences of Not-Performing the project

Consequences of not completing the project - out of compliance with the existing IGA  
Will not be able to acquire the ACWWA Flow water delivery of 2.25 MGD up to 5.25 MGD from this new connection point.

## ADDITIONAL COMMENTS

- Coordinate with the City of Centennial for the roadway project
- Coordinate with ECCV for the tie-in points at ECCV and for other service areas



# ACWWA – 2014 PLANNING PROCESS - PROJECT IDENTIFICATION

PROJECT NAME: Chambers Reservoir Operating Plan

[Note: attach any back up pages as needed]

Type of Project:	<input type="checkbox"/> Date/contract/agreement driven	Rank of Project:	<input type="checkbox"/> A Project
	<input checked="" type="checkbox"/> System reliability issue		<input type="checkbox"/> B Project
	<input type="checkbox"/> Growth Driven		<input type="checkbox"/> C Project

Project Purpose *Define problem to be solved by the project.*

To develop a working document for the completion description of the operational parameters and capabilities of the Chambers Reservoir system including the inlet feed (supply) and the delivery of non-potable irrigation water to the ACWWA Non-potable distribution system.

Project Goals *Define primary project goals and requirements*

To have a complete operational plan for the operation and maintenance of the facilities installed for the Chambers Reservoir system. The operating document will bring together the design and as-built conditions, as well as determine the future needs and requirements to expand the facilities for the most efficient operation for the Chambers Reservoir and the ACWWA Non-potable distribution systems.

Preliminary Project Scope

Provide in a single source the complete information for the operating parameters of the Chambers Reservoir system. Include equipment information, well supply operating and permit information, Reservoir information, permit information and contacts for all facilities, interactions with other facilities (Stonegate water, IREA, So Metro Fire, etc.)

Design information for the all facilities.  
Permitting and reporting information requirements  
Operation and maintenance information

Project Schedule

First Quarter 2014 – complete initial scope document and operational plan for 2014.  
Second quarter 2014 - study to determine next steps and estimated costs for future tyeays operations and budgeting.

## ACWWA – 2014 PLANNING PROCESS - PROJECT IDENTIFICATION

### **Project Cost**

\$100,000 – based on estimated expenses for ACWWA staff and consultants

### **Consequences of Not-Performing the project**

Having an asset that is not properly operated, to determine the best practical plan for operation of the facility to help in ACWWA's overall plan for water use and management.

### **ADDITIONAL COMMENTS**

The overall plan for utilization of the Chambers Reservoir and pumping station facilities, to being able to properly plan and budget for the efficient operation of these facilities for differing conditions – long term drought, effective utilization of the storage capabilities that the reservoir brings to the ACWWA non-potable and raw water system.

## ACWWA – 2014 PLANNING PROCESS - PROJECT IDENTIFICATION

**PROJECT NAME:** Elkhorn Ranch Water Supply Well

[Note: attach any back up pages as needed]

<b>Type of Project:</b>	<input type="checkbox"/> Date/contract/agreement driven	<b>Rank of Project:</b>	<input type="checkbox"/> A Project
	<input checked="" type="checkbox"/> System reliability issue		<input type="checkbox"/> B Project
	Growth Driven		<input type="checkbox"/> C Project

**Project Purpose** *Define problem to be solved by the project.*

To minimize the down time for the failure of the existing pump providing well water delivery to consumers. There has also been a decrease of well production at this site.

**Project Goals** *Define primary project goals and requirements*

To determine reason for decrease in well production and, if due to screen fouling, clean screen to increase the production of the existing well.

**Preliminary Project Scope**

There is a need to remove the existing pump from the structure, video log the well for review by Curt Wells to determine if well maintenance in the form of acidizing and for wire brushing, as an example, would help to re-gain some of the lost well pumping capacity.

**Project Schedule**

First Quarter 2014 – complete study to determine next steps and estimated costs.

**Project Cost**

\$30,000 – based on proposal estimate

**Consequences of Not-Performing the project**

Will need to truck in water to supply the Elkhorn consumers while well is out of service.

**ADDITIONAL COMMENTS**

Possibility of constructing a Denver well, adjacent to the Arapahoe structure as a backup well. The Court has authorized the use of up to 887 acre feet per year of non-tributary Denver ground water, thus no further legal work would need to be accomplished. An informal well construction cost estimate from Layne-Christensen suggests a 1,000± foot deep Denver well might cost about \$280,000, but competitive bidding may result in a somewhat lower price. The geophysical log for the adjacent Arapahoe well illustrates fairly good Denver aquifer sands, thus a possible well yield of 150 gallons per minute might be obtained.

# ACWWA – 2014 PLANNING PROCESS - PROJECT IDENTIFICATION

PROJECT NAME: Master Plan Update

[Note: attach any back up pages as needed]

Type of Project:	<input type="checkbox"/> Date/contract/agreement driven	Rank of Project:	<input type="checkbox"/> A Project
	<input checked="" type="checkbox"/> System reliability issue		<input type="checkbox"/> B Project
	<input type="checkbox"/> Growth Driven		<input type="checkbox"/> C Project

Project Purpose *Define problem to be solved by the project.*

To revise and update the working document for the overall management of the water and wastewater systems in keeping with changes occurring – growth, regulatory, and operations.

Project Goals *Define primary project goals and requirements*

To have an updated plan that will be in sync with the current conditions – new developments, how system components are to be used (JWPP, Chambers Reservoir, supplies, transmissions, Etc.)

Preliminary Project Scope

Provide in a single source the complete information for the growth parameters of the ACWWA supply and distribution and treatment systems.

Include equipment information, well supply operating and permit information, Reservoir information, permit information and contacts for all facilities, interactions with other facilities

Determine revisions for upcoming 5 year and future CIP Projects

Design information for the all facilities.

Permitting and reporting information requirements

Operation and maintenance information

Project Schedule

First Quarter 2014 – complete initial scope document for 2014.

Second quarter 2014 – Compile study information and determine next steps and estimated costs for 5 year and future CIP budgeting.

## ACWWA – 2014 PLANNING PROCESS - PROJECT IDENTIFICATION

### **Project Cost**

\$25,000 – based on estimated expenses for ACWWA staff and consultants

### **Consequences of Not-Performing the project**

Not understanding the impacts of current conditions and future planning efforts without being able to input the information into the Current year addendum to the Master Plan.

### **ADDITIONAL COMMENTS**

## ACWWA – 2014 PLANNING PROCESS - PROJECT IDENTIFICATION

**PROJECT NAME:** Manhole Assessment Project

[Note: attach any back up pages as needed]

<b>Type of Project:</b>	<input type="checkbox"/> Date/contract/agreement driven	<b>Rank of Project:</b>	<input type="checkbox"/> A Project
	<input checked="" type="checkbox"/> System reliability issue		<input type="checkbox"/> B Project
	Growth Driven		<input type="checkbox"/> C Project

**Project Purpose** *Define problem to be solved by the project.*

To inspect and characterize the conditions of the wastewater collection system manholes. An ongoing project that needs to be undertaken every few years.

**Project Goals** *Define primary project goals and requirements*

To assess, evaluate and report on conditions of collection system components through the ongoing assessment program.

**Preliminary Project Scope**

Visual inspections of collection system manholes required to assess conditions. Access to and entry of manholes will be required. Documentation for the conditions will be cataloged and problems areas maintained on a watch list for further evaluation.

**Project Schedule**

This will be an ongoing assessment project, with the compilation of information maintained for future repairs to be scheduled in upcoming projects.

**Project Cost**

\$10,000 – based on estimated time for inspection of critical areas, and completion of inspections.

**Consequences of Not-Performing the project**

Will need to make emergency repairs when needed, as opposed to an ongoing assessment and repair program.

**ADDITIONAL COMMENTS**

This is an ongoing evaluation and assessment program that will provide needed information for future repairs, and to maintain the integrity of the wastewater collection system.

# ACWWA – 2014 PLANNING PROCESS - PROJECT IDENTIFICATION

PROJECT NAME: WATER RIGHTS ADJUDICATION – ACWWA FLOW PROJECT

[Note: attach any back up pages as needed]

Type of Project:	<input checked="" type="checkbox"/> Date/contract/agreement driven	Rank of Project:	<input checked="" type="checkbox"/> A Project
	<input type="checkbox"/> System reliability issue		<input type="checkbox"/> B Project
	<input type="checkbox"/> Growth Driven		<input type="checkbox"/> C Project

Project Purpose *Define problem to be solved by the project.*

ACWWA needs additional renewable water supplies to meet current and future water demands. The ACWWA Flow project including the adjudication of the water rights associated with that project will solve this problem/issue.

Project Goals *Define primary project goals and requirements*

The adjudication of the ACWWA Flow water rights is a sub-project to the ACWWA Flow Project. The goal of the ACWWA Flow project is to develop the ability, both legally and physically to acquire and deliver 4,400 AF of fully consumable water on average from ditch water rights in the South Platte Basin to the ACWWA Service Area. The goal of the Adjudication of water rights is to change the use of ACWWA's ACWWA Flow water rights from agricultural use to municipal use and put in place the other required legal components as adjudicated in Water Court to allow for the operations of the System. This includes river exchanges and augmentation plans. To do this requires a systematic process for each water right and legal component that ACWWA requires/owns. Currently about 15 cases are going through this process with another 5 or so remaining to be filed.

In 2014, the goal is to continue the adjudication process on our many cases, but also resolve one of the important cases 10CW306 which is set for trial in the Spring of 2014. This is our Augmentation Plan case.

Preliminary Project Scope

Continue with the adjudication process as described above. The funding for this item covers costs from our Legal and Engineering Teams.

Project Schedule

This entire process will potentially be completed in 2017. Each year, the estimated funding will be evaluated.

## ACWWA – 2014 PLANNING PROCESS - PROJECT IDENTIFICATION

### Project Cost

\$825,000 has been estimated for this project for 2014. This is a component of the project that is cost shared with United Water and Sanitation and ECCV when applicable. This funding requested is only for our share of the total cost.

This funding request level is based on previous spending patterns, but is only an estimate. Depending on activities, some out of our control, the level of effort of this project may increase beyond the funding available.

### Consequences of Not-Performing the project

The consequence of not doing this project is the inability to develop the water supplies of the ACWWA Flow Project.

### ADDITIONAL COMMENTS

- Strict adherence to the Court mandated schedules must be followed to help with successful completion of these water court cases



# ACWWA – 2014 PLANNING PROCESS - PROJECT IDENTIFICATION

PROJECT NAME: WATER RIGHTS DEVELOPMENT – SMWSA

Non ACWWA Flow Water Rights Acquisition

[Note: attach any back up pages as needed]

Type of Project:	<input checked="" type="checkbox"/> Date/contract/agreement driven	Rank of Project:	<input type="checkbox"/> A Project
	<input checked="" type="checkbox"/> System reliability issue		<input type="checkbox"/> B Project
	<input type="checkbox"/> Growth Driven		<input type="checkbox"/> C Project

Project Purpose *Define problem to be solved by the project.*

The purpose of ACWWA's membership in SWMSA is twofold.

- One, to assist in the development of future water supplies for its members, of which we are one.
- Secondly, to provide regional resources in the form of state government lobbying and legislation analysis and other water related issues that impact the South Metro Area.

Project Goals *Define primary project goals and requirements*

- 1) To assist in the development of future water supplies and/or to support current water supply projects – specifically in the south metro region
- 2) To support water related state wide issues that impact ACWWA

## Preliminary Project Scope

ACWWA pays dues to this organization to support its staff, administration and gernal functions. As specific projects are identified, members can join by way of a particiapation agreement to pay as needed for those specific projects.

More information on the make up of the organization can be found at [www.southmetrowater.org](http://www.southmetrowater.org) .

## Project Schedule

As no specific project has been identified for 2014 and the potential dues have not been identified, any specific schedule is not known. The organization meets once a month.

# ACWWA – 2014 PLANNING PROCESS - PROJECT IDENTIFICATION

## Project Cost

2014- Estimated \$5,000 for 2014 – Dues have not been set for 2014 yet.

Previous annual dues and fees have averaged approximately \$50,000 this is based on past due levels.

## Consequences of Not-Performing the project

When ACWWA first joined SMWSA, ACWWA was looking for additional water supplies to meet its future water demands. Since that time, ACWWA has been developing the ACWWA Flow project which along with other current supplies is anticipated to meet our future and current demands. We may not need additional water based on the current planning estimates.

The second purpose of this organization is support and that part is valuable, but the consequence of not having that is reduced regional involvement and reduced resources for state wide issues that may impact ACWWA.

## ADDITIONAL COMMENTS

# ACWWA – 2014 PLANNING PROCESS - PROJECT IDENTIFICATION

PROJECT NAME: WATER RIGHTS DEVELOPMENT – CCPWA PROJECT  
Non ACWWA Flow Water Rights Acquisition

[Note: attach any back up pages as needed]

Type of Project:	<input checked="" type="checkbox"/> Date/contract/agreement driven	Rank of Project:	<input checked="" type="checkbox"/> A Project
	<input type="checkbox"/> System reliability issue		<input type="checkbox"/> B Project
	<input type="checkbox"/> Growth Driven		<input type="checkbox"/> C Project

Project Purpose *Define problem to be solved by the project.*

ACWWA needs additional water supplies to meet its current and future water rights, this project, Cherry Creek Project Water Authority (CCPWA) is one of a few projects ACWWA is a part of that may solve that problem by developing additional water supplies for ACWWA.

Project Goals *Define primary project goals and requirements*

Project goal is to develop the water rights associated with this project to meet ACWWA's future water demands.

Preliminary Project Scope

This project started in 2005 when ACWWA, IWSD, CWSD and the Pinery jointly purchased the former Western Water Rights in the Franktown area. The Cherry Creek Project Water Authority (CCPWA) Master Plan – Draft -2009 is a great summary of the project and the basics of the project. A revision to the Master Plan is occurring during the Summer of 2013 and will have results and a financial plan developed in early Fall 2013. From this plan, and specific implementation plan for the project will be developed and ACWWA (and the others) will have a better feel for what funding requirements will be needed.

The scope of this project in costs is between 25 and 47 Million dollars, ACWWA currently is a 41% owner of the project. The actual cost sharing is complex and would be determined after the specific project is confirmed.

In 2014 – currently the idea is to continue working on the CCPWA Augmentation Water Court case and some permitting required at Walker Reservoir.

In 2015-2018 – costs and project information is unavailable at this time.

# ACWWA – 2014 PLANNING PROCESS - PROJECT IDENTIFICATION

## Project Schedule

As described above, this will become more clear later in 2013, but for budgeting purposes the following is an estimate:

- 2014 - Augmentation Plan adjudication and Walker Reservoir permitting - \$220,000
- 2015 – Construction of Walker Reservoir and other components - \$500,000
- 2016 - Construction of Walker Reservoir and other components - \$500,000
- 2017 - Construction of Walker Reservoir and other components - \$1,000,000
- 2018 - Construction of Walker Reservoir and other components - \$1,000,000
- Remaining costs – approx. \$6 Million

## Project Cost

See Above – in project schedule section

## Consequences of Not-Performing the project

When this water was first acquired in 2005, ACWWA was looking for additional water supplies to meet its future water demands. Since that time, ACWWA has been developing the ACWWA Flow project which along with current supplies is anticipated to meet our future and current demands. If we did not complete this project, we still may have adequate water to meet our future needs, but further investigation into that conclusion would be necessary to ensure adequate protection.

## ADDITIONAL COMMENTS

Strict adherence to the Court mandated schedules must be followed to help with successful completion of these water court cases

# ACWWA – 2014 PLANNING PROCESS - PROJECT IDENTIFICATION

PROJECT NAME: Water System Modeling project

[Note: attach any back up pages as needed]

Type of Project:	<input checked="" type="checkbox"/> Date/contract/agreement driven	Rank of Project:	<input type="checkbox"/> A Project
	<input checked="" type="checkbox"/> System reliability issue		<input type="checkbox"/> B Project
	<input type="checkbox"/> Growth Driven		<input type="checkbox"/> C Project

Project Purpose *Define problem to be solved by the project.*

This is a model that is being developed jointly for ACWWA, East Cherry Creek Valley W&S (ECCV) and United Water and Sanitation District (United). ACWWA's percentage share of the total cost of the project is 20%. The specific approval is only for ACWWA's share of the project; United and ECCV are approving their portions separately.

Project Goals *Define primary project goals and requirements*

To develop operations scenarios for the ECCV-United-ACWWA system including the following:

- Considering the decreed augmentation plans, change cases and exchange
- Develop an annual operating plan
- Ability to incorporate terms of future water rights decrees or assist in evaluating negotiated terms
- Size and develop infrastructure to reliably meet demands.

## Preliminary Project Scope

Early in the implementation of the ACWWA Flow project it was identified that an operational model could be utilized to ensure the delivery of ACWWA's 4,400 acre-feet of average yield water rights, help operate the project on an annual basis, and assist in future planning.

The model started development in 2012 and continued its development in 2013 and 2014.

## Project Schedule

Ongoing project to be continued with DiNatale Water Consultants.

## ACWWA – 2014 PLANNING PROCESS - PROJECT IDENTIFICATION

### Project Cost

\$70,000 – based on estimated expenses for ACWWA staff and consultants

### Consequences of Not-Performing the project

Being part of the ECCV-United-ACWWA partnership for the future use and allocation for the ACWWA Flow resources, ACWWA is bound to our portion of this water development scenario. This modeling effort will allow ACWWA to determine its need for future infrastructure requirements.

### ADDITIONAL COMMENTS

# ACWWA – 2014 PLANNING PROCESS - PROJECT IDENTIFICATION

**PROJECT NAME:** Valve Rehabilitation Assessment Project

[Note: attach any back up pages as needed]

<b>Type of Project:</b>	<input type="checkbox"/> Date/contract/agreement driven	<b>Rank of Project:</b>	<input type="checkbox"/> A Project
	<input checked="" type="checkbox"/> System reliability issue		<input type="checkbox"/> B Project
	Growth Driven		<input type="checkbox"/> C Project

**Project Purpose** *Define problem to be solved by the project.*

To inspect and characterize the conditions of the water distribution system valves. An ongoing project that needs to be undertaken constantly, but has not been funded as a project.

**Project Goals** *Define primary project goals and requirements*

To assess, evaluate and report on conditions of water distribution system components through the ongoing assessment program to develop a priority listing of repairs/rehab for critical control valves.

**Preliminary Project Scope**

Visual and manual inspections of water distribution system control valves required to assess conditions. Access to and operation of valves will be required. Documentation for the conditions will be cataloged and problems areas maintained on a watch list for further evaluation.

**Project Schedule**

This will be an ongoing assessment project, with the compilation of information maintained for future repairs to be scheduled in upcoming projects.

**Project Cost**

\$25,000 – based on estimated time for inspection of critical areas, and completion of inspections.

**Consequences of Not-Performing the project**

Will need to make emergency repairs when needed, as opposed to an ongoing assessment and repair program.

**ADDITIONAL COMMENTS**

This is an ongoing evaluation and assessment program that will provide needed information for future repairs, and to maintain the integrity of the water distribution system.

# ACWWA – 2014 PLANNING PROCESS - PROJECT IDENTIFICATION

PROJECT NAME: Unallocated Projects Budget-2014

[Note: attach any back up pages as needed]

Type of Project:	<input type="checkbox"/> Date/contract/agreement driven	Rank of Project:	<input type="checkbox"/> A Project
	<input type="checkbox"/> System reliability issue		<input type="checkbox"/> B Project
	<input type="checkbox"/> Growth Driven		<input type="checkbox"/> C Project

Project Purpose *Define problem to be solved by the project.*

Budget amount for unknown/short term projects - estimated amount.

Project Goals *Define primary project goals and requirements*

Project goals as per project identified during the year – completion within the allocated budget.

Preliminary Project Scope

Scope as determined during the review and evaluation of the proposed project

Project Schedule

The scopes, budgets and schedules will be identified during the project process.

Project Cost

Unallocated project budget \$300,000 – based on the previous years unallocated budget amount

Consequences of Not-Performing the project

Projects identified during the budget year, if required, will be considered for inclusion. All projects proposed must be considered and reviewed by PDAC under this scenario as part of ACWWA's project process and meeting ACWWA's financial policy.

ADDITIONAL COMMENTS

All projects considered for inclusion in this budget year will be reviewed and evaluated as needed.